



Dr. Donald C. Darnton

the chart

Darnton resigns

President issues statement after discussions with regents

On Saturday, June 5, 1982, Dr. Donald Darnton resigned as president of Missouri Southern with the following statement:

"I have had discussions over the last few days with different members of the Board of Regents. This morning I tendered my resignation from the presidency of Missouri Southern State College, and it was accepted. I shall continue to serve as president of the college through June 30, 1982. In talking with the regents I expressed my wish to call a meeting of the employees of the college and tell them personally of this decision before it was announced to the general public. That approach is consistent with the way I have handled other events which are of significant importance to the college employees and I wanted to behave in the same way in this case.

"The story in the morning Joplin Globe prevented my handling this announcement in that way, and I apologize to the college faculty and staff that they did not first hear of the decision from me personally. The Globe reporter phoned me last night and asked me about the rumor. The specific questions that were asked were such that I could honestly answer in the negative.

"I have a high regard for Missouri Southern State College. Its faculty and staff are dedicated to offering the best possible education to the people of Southwest Missouri. I expect that they will continue to serve in a way in which all can take pride in the college.

"My plans for the future are not certain.

"As I announce my departure from the presidency I want to say to the college and each individual member of the college — God be with you and best wishes in the years ahead."



Dr. Julio Leon appointed interim president

Board expects active presidency

Dr. Julio Leon, dean of the School of Business, yesterday was appointed interim president of Missouri Southern.

Dr. Leon will assume the post tomorrow and, according to Ray Grace, president of the Board of Regents, will serve "an indeterminate term."

In announcing the selection of Leon, Grace yesterday at the close of a Regents' meeting in the Connor Ballroom of the Billingsly Student Center, said, in part:

"The Board of Regents has appointed Dr. Julio Leon as interim president of Missouri Southern State College. We feel Dr. Leon's experience as dean of the college's School of Business Administration will enable him to administer the affairs of the college over the next few months. He has a studied interest in business affairs tempered by an academic overview.

"We expect Dr. Leon to be an active president, working closely with Dr. Floyd Belk, vice president

for academic affairs, and Dr. Paul Shipman, vice president for business affairs, to take the strongest, most decisive leadership that is indicated. Whenever difficult decisions need to be made, they will make them."

Grace also said that the Regents have made substantial progress toward formulating search procedures for a permanent president and will have a full search committee selected on or about July 15.

"I accept with a great deal of humility," said Leon as he rose from his chair. "I am fully aware of the great responsibility I now have.

"We are a strong, undergraduate school," he continued. "We have the basis for becoming an even better one. The backbone of any institution is its faculty. All I can do now is pledge that the faculty will have the resources, support, and encouragement to do the best possible job."

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Dr. Julio Leon

Leon 'escapes' after acceptance

After his acceptance as interim president of Missouri Southern yesterday, Dr. Julio Leon wanted to be alone for a while.

Leon retired to Dr. Charles Little's office, located on the top floor of the Business Administration building. The office has "the most beautiful view on campus," according to Leon.

Chad Stebbins, past editor-in-chief of The Chart, found Leon alone there at 4:45 p.m. yesterday, puffing on a cigarette, trembling.

"It's obviously exciting," said Leon, when asked about his new position. "I'm aware it's a tremendous responsibility. I'll try to do the best job I possibly can."

Leon said he was first contacted by the Board of Regents Monday night. "Ray Grace, president of the Board, asked me if I would accept it (the presidency) in case I was asked to serve in that capacity.

"He indicated the Board had not made a decision. I was called at 10 this morning (Tuesday) and asked

if I could come and meet with them.

"When I arrived, they told me that I had been selected.

"I really did not think it would be me," continued Leon. "I was aware, though, that I was probably under consideration."

Leon was asked if he anticipated any difficulty dealing with the college faculty in light of the possibility that a bitterness might exist between the School of Business and the other divisions at Missouri Southern.

"I really believe that the faculty of this college is sincere about its concern for the college," he said. "Whoever was named president would be disagreeable to some people. It's a fact of life."

Leon said that he would appoint an acting dean for the School of Business in July. He would not confirm nor deny that the position would go to Dr. Keith Larimore, professor of business administration.

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Regents refuse to divulge resignation secrets, but story unfolds behind Darnton announcement

Despite repeated requests from news media, the Board of Regents still refuses to divulge the secret behind Dr. Donald Darnton's resignation as president of Missouri Southern.

The Chart has put together the following information from reliable sources close to Board members and to the president.

The public sequence of events began with the Saturday, June 5, edition of the Joplin Globe which carried a story headlined "Regents Mum About Rumor."

With a by-line of Harlan Snow, who covered Missouri Southern regents meetings for a number of years and who yet today covers politics for the Globe, the story's credibility was established.

In the story Snow wrote that regents "would neither confirm or deny a rumor that they had met

and decided on discharge" Darnton. The effective date cited was June 17.

Darnton was quoted as saying "he had a contract, had not been relieved of his duties as president, and did not know anything about the June 17 date mentioned in the rumor."

The Globe story quoted Ray Grace, president of the Board of Regents: "Things will unfold in short order. It would be untimely for me to say anything at this time."

Darnton, in the story, replied that he had answered the Globe's questions "in the negative."

The story in the Globe was a surprise to the public, perhaps, but events had been unfolding most of the week.

Earlier in the week, Fred Hughes, former president of the

Board, had advised Darnton to resign.

At least one current regent talked with Darnton on the telephone the same day that Hughes talked with Darnton. He, too, urged Darnton to resign.

Darnton eventually agreed to resign but wanted to withhold the announcement until the following Monday (June 7) when he would call an afternoon meeting of all college employees to announce the resignation.

The story in the Globe, however, changed those plans.

A number of faculty members, college personnel, and close friends of the President and Mrs. Darnton converged on the Darnton home beginning early Saturday morning.

Most wanted to know the truth of the rumors; most offered help and assistance. Most were

disbelieving.

At 11:45 a.m. that Saturday the president called Gwen Hunt, public information director for the college, and asked her to meet him at the college. He informed her of his intention to resign, and a statement was typed and distributed to the media.

Dr. Darnton appeared on evening television newscasts reading the statement, and the following morning's edition of the Joplin Globe carried the resignation as its lead story.

In the story, Anthony Kassab, board member, is quoted as confirming "that the board voted to accept the resignation, and said that board members would probably make further comment at the next board meeting on June 17."

Kassab is quoted later in the

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Leon: best of field

For a week, regents solicited advice discreetly from various confidential sources for names that should be considered as interim president of Missouri Southern.

Campus speculation for two weeks had included virtually every person on campus, including maintenance personnel.

Regents had wanted seriously to consider the appointment of a faculty member to the post, informed sources reported. The qualifications they sought were a Ph.D. "and not a member of NEA."

But no faculty member's name emerged as a serious contender when the regents finally got down to the task of appointing an interim president yesterday morning.

They went into session at 7:30 a.m. yesterday in the Holiday Inn. By 10, they had made their selection. They had solicited potential candidates the evening before to ascertain their availability should an offer be made.

But when the discussion began yesterday morning, the four school deans; Dr. Glenn Dolence, dean of student affairs; John Tiede, assistant to the president; and Dr. Floyd Belk, vice president for academic affairs, were the candidates most under consideration.

For one reason or another, some were eliminated, and the regents had three candidates remaining: Belk; Dr. Ray Malzahn, dean of the School of Arts and Sciences; and Dr. Julio Leon, dean of the

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Prologue:



Dr. and Mrs. Donald Darnton were first introduced to a gathering in Taylor Auditorium on April 20, 1979. College attorney Herb Van Fleet and former Board president Fred Hughes are left.



Dr. Leon C. Billingsly

Regents select Darnton from 237 candidates

Dr. Leon C. Billingsly, first president of Missouri Southern State College, died Saturday, Nov. 25, 1978, at the age of 55 of a heart attack. Billingsly was instrumental in the development of the institution from Jasper County Junior College of which he was president to Missouri Southern State College in 1964.

Although though some may have disagreed with his policies, nobody doubted his leadership abilities. A Chart editorial of Nov. 27, 1978, cited him as having been firm, fair, ethical, caring, loyal, and meticulous.

Joy Thompson, who served as secretary to Dr. Billingsly for eight years, said, "He was a tremendous personality; he was the college. . . . He was at the right place at the right time. He was one of the greatest leaders I have ever seen. He had a faculty for knowing what was going on around the campus. He literally carved that campus out of the wilderness."

The Board of Regents met on the day after Billingsly's death to make plans for the transitional period, but no acting president was named then and no plans were made for a presidential search committee. The board promised to keep the faculty fully informed of all steps taken to fill the position.

Within a month, however, such a committee had been formed. Dr. Floyd Balk, vice president for academic affairs, was interim president.

The selection process for a new president began with the soliciting of nominations and the placement of advertisements for the position of president. Application deadline was March 15, 1979. The Presidential Search and Screening Committee met twice before that date and members spent several hours individually per week examining applications. On Friday, March 16, the committee held a five-hour session and narrowed the number of applications from its total of 237 down to 27 for serious consideration.

Three sub-committees, each consisting of at least one regent and one faculty member, were created and given names of nine candidates for investigation. Members of the sub-committee each investigated two or three applicants. When the committee next met on Sunday, April 1, the investigators read their reports and at the end of a 6½ hour session, only ten names remained for consideration.

The ten candidates were brought to campus on Saturday, Sunday, and Monday, April 7, 8, and 9. On Saturday, in an 8½ hour session, the committee interviewed four candidates. Sunday the committee met for about 11½ hours and interviewed five candidates. Monday the candidate interviewed the remaining candidate for two hours and then voted on five names to be submitted to the regents. Three candidates were unanimously chosen by the 11-member committee and one received ten votes. None of the other candidates received more than one vote. The committee

voted to submit four names to the regents. Among these names was Dr. Donald Darnton, interim president of Mansfield State College, Mansfield, Pa. Darnton, 47, was one of the committee's three unanimous choices.

The four candidates and their spouses were summoned to campus by the regents for interviews on Monday and Tuesday, April 16-17. Late Thursday night, after the last interview, the regents, in an executive session, voted unanimously to extend an offer to Dr. Darnton. The selection process, from the death of Dr. Billingsly to the selection of Dr. Darnton, had taken about five months.

All members of the committee reported satisfaction at the search process, and faculty members commented that they and the regents worked well together. The screening committee members did not know the identity of the regents' choice until noon Friday, April 20, when Darnton walked in as members gathered for lunch.

After lunch Jerry Wells, then president of the regents, announced their choice to the faculty and staff gathered in Taylor Auditorium. He called Darnton "the man who will direct our destiny into the 1980s. . . ."

In his philosophy of education, submitted with his application for the presidency, Darnton had said, in part: "The primary role of a college president is leadership. It must be exercised both on and off campus. Internally, he generates ideas about the directions and goals of the institution, and then argues their merits in order to mold bases of support which will lead to their adoption. In the development of goals and policies the president must insist upon broad-based, open discussion and debate among the several pertinent constituencies; but final decisions generally rest with the president and/or board. Leadership must also be given in the implementation of policy, the day-to-day administration of the college. Here, the focus of attention is not an open debate, but on the thoughtful exercise of judgment by many administrators, based upon their individual expertise. Externally, the president is the spokesman for the college. His is the key role in telling the institution's story to its many publics: the legislature, the alumni, the local community, business and industrial interests, etc. The goal of such efforts is both public and private support for the college to enable it to serve the people."

President Darnton expressed his views on several aspects of education in an interview with The Chart on April 20, 1979. He discussed liberal arts, faculty and student senates, finances, interactions with students, student organizations, student publications, and the "new" student.

"It's liberal arts," he said, "which provide the broad base that permits [the student] to move across . . . lines. . . . A feeling and understanding of the culture in which we live—that's needed. In that sense, liberal arts is important to any career."

On senates: "I see the senates, and I think that's how the handbooks here describe them, as advisory bodies. They are not bodies which make decisions and have final control. They are advisory bodies where issues get debated, thrashed out, and changed, and passed on as advice. . . . I make no guarantees I'll always agree with all recommendations of those groups, but I think when I don't agree with them, you go back and work through them. You don't say, 'No, period, end of discussion.' But they're advisory and they're the process by which higher education works."

On getting resources: "You try your darndest to get the resources you need. But I think the president has the responsibility when the legislature acts and you get your resources, to live within those resources. You might be able to go to private sources of funds and get supplements, but I think that's the role of the president. . . ."

When interacting with students, he said he favored a casual approach: "If you want to put people at ease and break the ice, you turn the dog loose. You just find the people relaxing and we have had many good times with students. And students seem to enjoy these times. They find out we're not people you can't reach."

Student organizations are an integral part of education, he said. "Every organization a student belongs to is a chance to get involved in some leadership, to organize, to manage something. . . . that's valuable for that student — whatever the student wants to do. The more organizations there are, the more opportunities there are for more students, and I see that as good. But I think they can also affect and enhance the campus, the college, and the community."

"The student newspaper," he said, "plays a dual role. One, it's a source of information. And that is probably its primary role. It's a source of information of what's going on at the college and also beyond the college. . . ."

Concerning "new" students, Darnton had this to say: ". . . Particularly now, we are getting very heavily 'first generation' college students whose parents are not accustomed to college. They don't know what college is. And the students probably did not start out with any anticipation that they were going to college, and so, the kind of work they did and the kind of courses they took in high school were not the ones that in the 1950s you got in a lock-step college-prep

program. That was the aim. And so they came to college — many students — with the kinds of backgrounds that faculty members are traditionally accustomed to getting. And that creates problems for faculty and those students. I think it's appropriate to have those students with us and to work with those students on their likelihood of success is a real likelihood, rather than a revolving door policy. . . ."

After the announcement of Darnton's selection as president, The Chart contacted several of his former colleagues for their evaluation of him. Dr. Robert E. Swinsick, dean of the School of Education at Mansfield State College, commented on Darnton's leadership: "The most significant aspect of his leadership is his concern for total institution operation and image in presenting to the public quality programs. His energies and efforts have never been restricted by normal work-day limits. It would be more honest and appropriate to say that he generates two-hundred percent effort and concern."

Dr. Lawrence Park, president of Slippery Rock State College in Pennsylvania, said: "He has a strong sense of loyalty and a high standard of professional ethics. . . . He is clearly presidential timbre by character, intelligence, and experience. It would have been difficult to have found a better qualified person than Don Darnton."

Robert Scott, vice president for student affairs at Mansfield State, said: "He demands excellence. He demands quality of performance from everyone under him. He demands it by setting high standards in his own performance. He's straight-forward, open in dealing with staff and colleagues. He's really an outstanding individual. He is an outstanding administrator, very tuned-in to students and to happenings on campus."

Mr. Ila H. Wiley, chairman of the Board of Trustees for Mansfield State, said Darnton "works very well with people at all levels and is known about campus for his diplomacy, but he has no difficulty in making hard and fast decisions when the need arises."

Dr. Clay Sommers, president of Clarion College in Pennsylvania, described Darnton as "a very, very skillful administrator. He's excellent with faculty, students, regents, and legislators. . . . He will make your college, any college, an ideal president, perhaps the perfect president."

One person at Mansfield described Dr. Darnton's "single fault as perhaps being he is impatient. He likes to get on with things. He doesn't like to stand still. He wants to move rapidly."

On July 1, 1979, Dr. Donald Darnton formally assumed the presidency of Missouri Southern. What was past was prologue to the future.



1979: It was to have been 'a new beginning'

The first year of Dr. Donald Darnton's presidency at Missouri Southern was regarded as "the bright new beginning."

It was a year that was to mark Missouri Southern's emergence as a different institution with a renewed dedication to quality.

When Regent President Jerry Wells introduced Darnton for the first time, he described him as "the man who will direct our destiny into the 1980s..."

The new president took office in July and began familiarizing himself with the campus and its personnel.

"I conclude that the state of the college is good," Darnton told the faculty in discussing his familiarization process. And he proposed a "change of direction" for the college.

During the coming months, there were somewhat routine news stories in The Chart describing changes in the faculty evaluation system, some national searches being launched to build the quality of the faculty, and there was a reorganization plan announced and put into effect by the president.

All in all, it was a quiet year.

Highlights of that year, month by month, as taken from the pages of The Chart, follow:

August, 1979

President Darnton addressed the Fall Faculty Workshop saying, "We have what I sense is a belief that Missouri Southern is ready for a change in direction. Since our establishment as a four-year college, we have focused on numbers: more students, more buildings, more faculty. The time is here to turn our attention to quality."

Awaiting the president when he had arrived on campus that summer was an unsolved mystery — the tampering with some student evaluations of two faculty members. A report was expected on the incident "within two weeks."

The president announced that construction would

soon get underway on five new residence halls in an attempt to solve a housing shortage on campus described as "critical."

And the Board of Regents approved new policies on faculty promotion, tenure, and termination.

A new evaluation system was under study by a Faculty Senate committee, and Senate President Vonnice Prentice said faculty evaluation would be the major topic brought before the Senate that year.

September, 1979

President Darnton announced that the Department of Language and Literature would be divided into two departments: English and Communications. The division was to become effective with the naming of new department heads, probably in the following summer. Richard W. Massa, associate professor of journalism, was serving as interim head of the Department of Language and Literature.

The Faculty Senate ad hoc committee on evaluations made its report public. The report called for an end of the use of the SIR and implementation of a campus-designed form, the ICES. The form was adopted by the full Senate "on a two-year trial basis." But, The Chart reported, "...there still is dissatisfaction among some faculty members."

Regents, meanwhile, approved a new mission statement for the college as proposed by President Darnton. Plans for a multi-purpose building/fieldhouse were discussed, and the state authorized the building of a tunnel under Newman Road from the dormitory area to the main campus.

October, 1979

The Student Union was renamed the Leon C. Billingsly Student Center, in honor of the former president of the college.

In an interview in The Chart, President Darnton pointed out that he, too, had a boss — the Board of

Regents. "It's a good working relationship," he said. "They are interested in the basic direction and policies and want to leave the running of the college to the administration and faculty."

November, 1979

President Darnton announced a reorganization plan for the college, creating schools instead of divisions, forming Academic Services, and realigning the chain of command. The reorganization would involve physical as well as personnel changes, the president said.

December, 1979

The president announced that the North Central Association accrediting team would make its on-site visit in the spring of 1981. Because a new president had been appointed, North Central agreed to delay by one year its reaccreditation process.

The president also announced the institution of two annual teaching awards, one to the Outstanding Teacher and one to the Outstanding Teacher of a Freshman Course. Each award was to carry a check for \$1,000 and a plaque.

The final reorganization plan went to the Board of Regents for study.

January, 1980

The Missouri Southern Foundation awarded a \$4,000 grant to the School of Business for sponsorship of a guest lecture series.

Institution of Academic Services, a facet of the president's reorganization plan, was completed, but physical renovations were planned for the summer on the first floor of Hearnes Hall.

February, 1980

It was announced that a writing proficiency test for elementary education majors would be required

under new degree requirements. It was suggested that such a test might be required of all future graduates of the college.

National searches were launched for a new dean of the School of Arts and Sciences, a director of Computer Programs and Services, and head of the department of Education. A search for a head of the newly-created English department was in the final stages.

March, 1980

Evaluation of faculty members will get underway, with the same basic system as used in the past again being employed. The only difference would be the use of the campus-constructed form, the ICES, instead of the SIR.

John Tiede was named assistant to the president, a position created under the president's reorganization plan.

Dr. Steven Gale was named head of the Department of English. Gale was an associate professor at the University of Florida.

April, 1980

Organization of a Personal/VA Counseling Center on campus was completed under the president's reorganization plan. The center was organized and developed to provide a wider range of psychological services to Southern's students and area veterans. Larry Karst was named director.

The Missouri Senate approved construction of a new multi-purpose building on campus.

May, 1980

Dr. Ed Merryman was named head of the Department of Education. He was then teaching at Valdosta State College, Ga. Dr. Merryman became the first head of the department, a post previously held by the Dean of the School of Education and Psychology.

Richard W. Massa was appointed head of the new Department of Communications.

Structural reorganization given priority by Darnton at start

Reorganization of the structure of Missouri Southern was the first major step initiated by Dr. Donald Darnton as college president.

Darnton, in December of 1979, said the ideas for the reorganization came from, "20 years of reading and experience, talking with people here and trying to piece this together here."

"I guess there are two keys," he said at the time the reorganization was announced. "First, there are the goals I've talked about since applying for the position; and secondly, the quality and meaning of the degree from a public institution of higher education."

"Mainly the reorganization is assisting us in getting us where we want to be going."

Southern's four divisions were changed to schools in the Fall of 1979, thus creating the School of Arts and Sciences, the School of Business, the School of Education

and Psychology, and the School of Technology.

Robert Nickolaissen was appointed assistant dean for the School of Technology one year later. Plans to name an assistant dean for the School of Business never materialized.

"The role of the department head still needs some additional consideration," Darnton told The Chart last week as he reflected on his three years in office. "We have two schools (Arts and Science and Education and Psychology) with department heads and two without (Business and Technology). We haven't reconciled whether to have a single arrangement."

Under Darnton's plan for reorganization, greater emphasis was to be placed on the division of Continuing Education. Dr. David Bingman, currently the division's director, was relieved of his duties as head of evening and summer

sessions to fill that position.

"A focus of our attention was the taking of courses to people in the community," said Darnton. "Our experience of 1981-82 has shown that was a way the college can serve the region. It has come through as a success, and will continue to be that way."

The creation of the Academic Services area was also a new innovation. The section, which combines the college's admissions, financial aids, advising and testing departments, is headed by Dr. Eugene Mousal.

The first floor of Hearnes Hall was completely remodeled, with glass partitions installed. Financial aids was moved into the new glassed-in area, with the newly established department of communications occupying its vacated office.

"Our working with non-traditional students has had only

partial success," said Darnton. "Working with students who come to college is generally weak. We need to really give them a fighting chance to succeed in college."

The former language and literature department was divided to form two new departments, English and communications. Dr. Steven Gale and Richard Massa were named heads of the respective departments.

Dr. Ray Malsahn replaced Dr. Harold Cooper as dean of the School of Arts and Sciences in August, 1980. Cooper was named associate vice president, and was to be responsible for evening and summer sessions.

John Tiede was appointed assistant to the president (affirmative action) in 1980. Tiede continued to teach one class in the School of Business each semester while carrying out assignments for Darnton.

The positions of dean of men and dean of women were eliminated under the reorganization. Dr. Glenn Dolence, who was named the new dean of students, is directly in charge of the assistant dean, director of the student center, coordinator of student activities, intramural sports, health services and food services.

Myrna Dolence, formerly the dean of women, was appointed the director of academic development. The college hired Doug Carnahan and Paul Winters as assistant dean of students and director of the student center, respectively. Kathy Lay was named the coordinator of student activities.

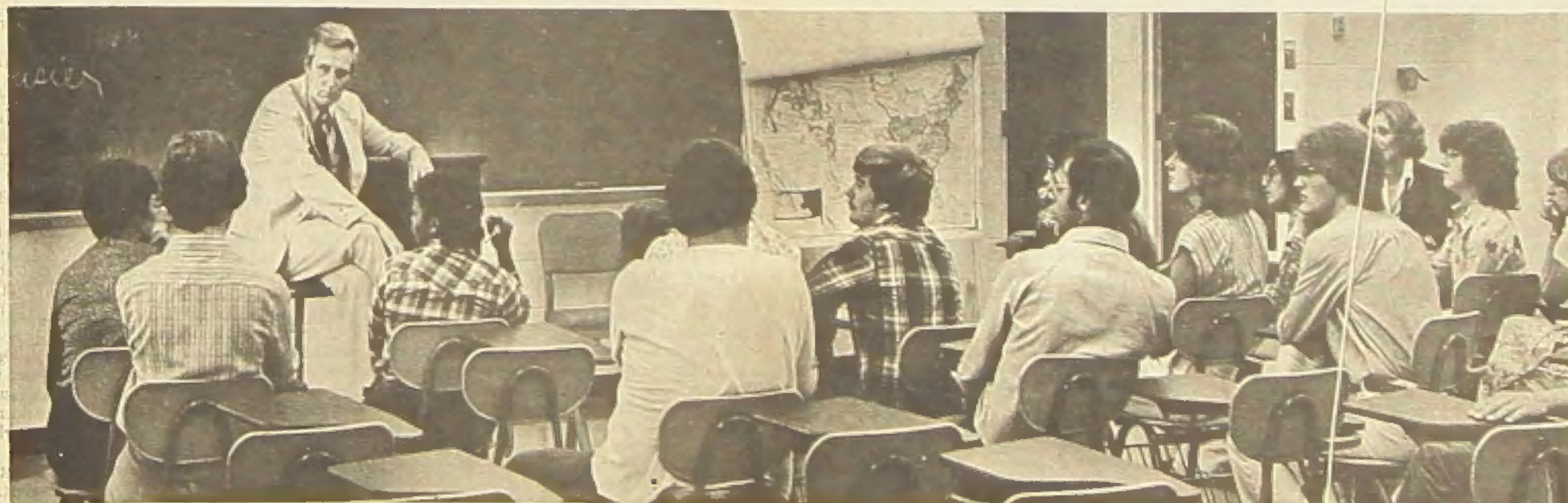
A new line of command was also established under Darnton's plan. Seven specific offices reported directly to the president: vice president for academic affairs, vice president for business affairs, dean of students, director of public in-

formation, director of alumni affairs, assistant to the president, and the director of the Missouri Southern Foundation.

Under the office of vice president for academic affairs were: the four school deans, director of the library, director of continuing education, the registrar, director of academic services, and the associate vice president.

Reporting directly to the vice president for business affairs were: the controller, supervisor of buildings and grounds, director of security, manager of the bookstore, director of office services, director of personnel, the purchasing agent, and the computer center.

"We also had hoped for more institutional research," said Darnton. "It really hasn't come about. There has been more research through the Long Range Planning Committee than through our reorganization."



Vince Rosati photo

President Darnton lectured to Freshman Orientation students in September, 1979.

Year Two

Dark clouds gather for Darnton



Vice presidents Floyd Belk and Paul Shipman join with President Donald Darnton in pondering Missouri Southern's future.

The school year 1980-81 could be described as "the gathering storm."

Evaluation burst into the news with another new evaluation plan being adopted by Regents. Shortly thereafter, a campus chapter of the National Education Association surfaced to call an end to evaluation. Regents responded by abolishing the previously adopted system, asking the administration to develop a new system.

Meanwhile, North Central was reaccrediting the campus and in the final report to the college the reviewing team said campus-wide cooperation was needed in solving the problem of evaluation.

The report said there had been a breakdown in communications on campus.

By year's end, a new evaluation plan had been presented to the Board. But in the preceding months, the campus had been subjected to all sorts of controversy, including votes of confidence in the president and the two vice presidents.

A management audit was conducted to try to discover exactly what the state of management was on campus. Its report was highly critical of several administrators, and the president was told the time had come to take action.

From the pages of The Chart, here are the highlights of 1980-81, the year of "the gathering storm."

September, 1980

Five new residence halls were opened for the first time.

Bids for the construction of a new multi-purpose building were let, as plans were finalized.

Remodeling of Hearnes Hall to accommodate the president's new reorganization was completed, and a new major in communications was proposed.

Bids were opened for the new underpass under Newman Road, and work on reaccreditation was proceeding.

The new evaluation plan was adopted by the Regents. It called for 20 percent of monies available for salaries to be used for merit pay, and utilized student evaluations as an important part of the process in determining merit.

October, 1980

The search for a director of development was re-opened after it was determined that the first search had developed no viable candidates.

NEA president Rochelle Boehning stated that "student evaluations should not directly affect merit pay." A week later the NEA wrote to Board president William Schwab calling for an end of the present evaluation system. "We no longer accept the concept of such an evaluation system being attached to pay," the letter said.

November, 1980

The NEA was told it had failed to follow established procedures by failing to take their grievance on evaluation to the president. NEA, meanwhile, had contacted its national office for help and support. NEA members said that if Missouri were to pass a collective bargaining bill, it would seek to become the bargaining organization in negotiations with the Board of Regents.

And tighter fiscal policies began to plague the college with indications that the following year might be a "fiscally austere" year.

December, 1980

NEA attempted to meet with the Board of Regents on evaluation,

establishment of a fair salary increase for faculty, and "resolution of other urgent problems and faculty concerns." A crisis committee was formed to decide what steps to take to publicize NEA's concerns.

President Darnton, meanwhile, began meeting informally with groups of faculty members at dinner to discuss campus problems.

Student groups were being urged to adopt resolutions in support of the NEA, and the Student Senate was to consider one such resolution, but no quorum was available at the first meeting for such a discussion.

January, 1981

The Regents abolished the evaluation system and charged the president with developing another, new system of evaluation.

The NEA decided to release to local and statewide media a speech that Boehning was not allowed to make at a Regents' meeting and to release also a finding of specific problems and mistakes of the current college administration.

If those actions did not remedy the situation, the NEA said, a vote of no confidence in isolated administrative officials would be called, the results released to the media, and another call would be made for a meeting with the Board of Regents.

Budgetary problems began to hit the campus as the governor announced a freeze on new positions and a withholding of current appropriations.

February, 1981

NEA launched new attacks against the administration, calling again for a meeting with the Board of Regents.

A management audit was under-

way on campus with all members of the Administrative Council being interviewed for a study of managerial practices on campus.

Results of a vote of confidence in various administrators were released, but results were somewhat mixed. There was a showing, however, of those voting of "no confidence" in the president and the two vice presidents.

March, 1981

Students were discussing evaluations, and forums were scheduled to air their concerns.

Henry Bradley was hired as director of development.

And regents agreed to recognize some faculty members as "individuals" to allow them to speak to Board meetings. "There is no reason why any faculty member can't give input to the Regents meeting," said Regent president William Schwab. "I am perfectly willing to have input so long as they are speaking as individuals."

April, 1981

Missouri Southern was recommended for a seven year reaccreditation by North Central. The report cited seven areas of strength and eight areas of weakness. A breakdown in communication on campus, space needs in the library, poor performance of the computer center, need to enrich the student body, faculty inbreeding, and faculty evaluation were among the problem areas.

May, 1981

The president presented to the Regents another new evaluation plan, a procedure developed by deans and department heads. The plan was to be used on a one-year trial basis without affecting salaries of faculty members.

NEA surfaces because of evaluation dispute

That some members of the Missouri Southern faculty began talking about collective bargaining in the fall of 1980 should have come as no surprise to college administrators.

A February, 1979, report of an Ad-Hoc Committee on Evaluations had warned that unless some changes were made in the faculty evaluation system, "the College could well be inviting more serious morale problems for the future with unionization among the alternatives some faculty would suggest."

As the 1980-81 school year opened, evaluation was still a concern, and it culminated in October with the surfacing of a chapter of the National Education Association on campus. The local chapter, claiming at the time some 47 members, wrote a letter to William Schwab, Jr., president of the Board of Regents.

The letter said:

"Dear Mr. Schwab:

"The NEA Chapter of Missouri Southern State College has met and after careful consideration has determined that use of the present faculty evaluation system must be discontinued immediately. We can no longer accept the concept of such an evaluation system being attached to pay.

"Insofar as we no longer accept such a system and since past salary adjustments have been so woefully inadequate in terms of inflation, it is our position that the next year's salary adjustment for all faculty members shall not be less than the rate of increase in the cost of living.

"We are willing and ready to meet with you concerning this matter. Because of the critical nature of this issue, we shall expect your response by Monday, November 10, 1980. If a satisfactory response has not been received by this date, we shall call a meeting to discuss further action.

"Sincerely yours,

"MSSC-NEA

"Rochelle Boehning

"President"

A response was received by the NEA group from Mr. Schwab stating that the NEA chapter should follow proper channels and go through the college administration with its grievance.

The NEA asked to meet with the Board, and not being allowed to do so, the following news release was sent by NEA to local and state news media:

"A crisis has developed at Missouri Southern State College. MSSC-NEA, the faculty organization, is preparing for the crisis. Protest activities will commence and continue as long as necessary until the Board of Regents discontinues the current evaluation procedure and provides fair salary increases for faculty.

"The current evaluation creates the problem. It forces the students to evaluate the faculty, which in turn determines the salary which the faculty members receive. In effect, the faculty must negotiate with the students for their salary.

"Evaluation of faculty is an administrative function which is being performed by the students, but the administrators have not reduced their salaries, even though they have reduced their jobs.

"The evaluation also permits the President of the College to disregard the results of the student's evaluation if he so wishes. It appears that the President who approves the evaluation does not trust it.

"This protest action is necessary to call attention to the incompetent central administration which has devised such a ridiculous evaluation procedure and foisted it on the teaching faculty. Perhaps this series of protests will also encourage the Board of Regents

Group opposes evaluation, salary linkage

to make changes and bring enlightened, responsible management to Missouri Southern State College."

A memorandum dated Nov. 22, 1980, and also appearing on the letterhead stationery of the Missouri NEA was delivered to all faculty with a copy of the news release. The memorandum stated:

"The MSSC-NEA Crisis Committee made one final attempt to resolve the present evaluation crisis with the president of the Board of Regents. He refused to take any action to resolve the problem.

"As a result, the Crisis Committee has taken the next step, which was adopted by MSSC-NEA. That step was to announce to the media some of our concerns.

"Our plans will progress until this problem is resolved."

Then a letter was sent to all faculty members from the "MSSC-NEA Crisis Committee." Dated Nov. 26, 1980, it also was on letterhead stationery from the Missouri NEA and read as follows:

"As you probably know, your colleagues of the MSSC-NEA notified the Board of Regents that 'We have had enough, and we aren't going to take it anymore.' We are referring to the current evaluation procedure that forces students to determine faculty salaries.

"In years past, through regular administrative channels, we have protested, either as individuals or

minutes, at his convenience, for an informal meeting.

The purpose of this meeting was to impress upon him that we could not accept the Board's directive to use regular administrative channels by meeting with President Darnton. And further, that with no reasonable alternatives, the MSSC-NEA was prepared to begin a series of protest actions. We assured Mr. Schwab that if he were willing to call other Board members to reconsider their position, we would not initiate protest activities until we heard from the Board. We told Mr. Schwab that if he would pledge the Regents' consideration of this problem, we would postpone our proposals. Mr. Schwab refused to consider our proposals, forcing us to conclude that the Board of Regents was insensitive to faculty dissatisfaction with the evaluation procedure.

"Having no other recourse, the MSSC-NEA notified the local and area news media about the crisis that has developed at MSSC. We are notifying state and national media as well. The MSSC-NEA will coordinate a series of protest activities that will continue until the current evaluation process is abandoned and until the faculty receive fair salary increases. We still seek to establish communication with the Board of Regents.

"By failing to hear faculty concerns, President Darnton and his administrators have forced faculty to organize to protect itself. The days and weeks

'A crisis has developed at Missouri Southern . . . evaluation creates the problem.'

in small groups, the use of this unfair, ill-conceived evaluation procedure. Cosmetic changes were made, but the basic student determination of salaries by directly linking student evaluation to faculty pay remained a part of the procedure. Some of the faculty who registered complaints were told, in effect, 'If you don't like it here, then leave.'

"Recently the MSSC-NEA sent a letter to the Board of Regents stating the urgent need to:

"1. Eliminate at once the current faculty evaluation procedure.

"2. Provide a fair salary increase for all faculty members which would not be less than the rate of increase in the cost of living.

"We asked to meet with the Board to assist with these changes. The Board refused and instructed us to go through regular administrative channels by meeting with President Darnton.

"President Darnton helped develop this evaluation procedure through his committee on evaluation and did not allow the Faculty Senate to vote on the matter, stating that this was the work of his committee. President Darnton informed the faculty that evaluation for merit pay was a Board policy. The faculty informed the school Deans of our dissatisfaction with that policy. The Deans conveyed these concerns to the Vice President of Academic Affairs. Apparently their words and our input fell on deaf ears. Since faculty efforts to eliminate the current procedures have failed, MSSC-NEA has chosen another alternative.

"On Friday November 21, 1980, the MSSC-NEA Executive Committee, through our spokesman, Arnold Erickson, telephoned Mr. William Schwab, President of the Board of Regents, asking for ten

ahead will be difficult for the MSSC-NEA faculty, but they will be less difficult if we all stay together. The current crisis cannot last forever, and we hope that each of us can look back with pride at personal contributions in resolving these problems and restoring dignity to education at MSSC."

On Wednesday, Dec. 3, leaflets were distributed on campus and in the city. The leaflets read in bold type: "YOUR COLLEGE NEEDS YOUR HELP." In smaller type in boxes were these words: "A crisis has developed at MSSC. The current evaluation created the crisis. It forces the students to evaluate the faculty, which in turn determines the salary which faculty members receive. This is an administrative job that should not be delegated to students. We need your help to get this system stopped and instead let the professors concentrate on excellence in teaching. If you feel as we do, call one of the regents and tell him to drop this evaluation system. . . ." The leaflet then listed the regents and their home telephone numbers.

Regents were besieged by telephone calls in the days that followed. A "Call the Editor" column in the Joplin Globe was filled repeatedly with comments on the evaluation process.

Then state and national news media received an official "Missouri NEA News Release" dated Dec. 2, 1980, and listed as being "For Immediate Release." That news release read as follows:

"A dispute between the Board of Regents and the faculty organization at Missouri Southern State College, Joplin, has reached crisis proportions, according to Missouri Southern State College-NEA (MSSC-NEA). The dispute is over faculty evaluation procedures. . . ." The news release goes on to recount the grievance the NEA had with the evaluation system

and repeats many of the statements in other releases. It again calls attention to "the incompetent central administration which has devised" the system.

On Friday, Dec. 5, 1980, the following memorandum was sent to Student Organizations on campus: "The Student Senate is considering a resolution in support of the MSSC-NEA position on evaluation. Your support is needed.

"We urge you to take action on this matter through your executive board or membership and write a letter to the Board of Regents. We urge your members to call members of the Board to oppose the evaluation system. Please urge your membership to protest in any other way you believe would be effective."

The effort to involve student organizations, however, was somewhat less than successful. Few groups responded with action. A student action group was formed to support NEA, but its efforts were relatively unsuccessful.

The actions, however, did lead eventually to the abandonment by the administration of the evaluation system. In January the regents accepted a six-part recommendation from the president to abandon the evaluation system in use and to develop yet another system.

NEA met and members were outraged by the president's recommendations. Boehning had been denied placement on the agenda of the Regents' meeting and a prepared speech he had planned to read was then released to news media. The NEA made plans to call for a vote of confidence in the president and other administrative officials. They promised to release results of the vote to the public.

Members attempted to place an advertisement in the Joplin Globe, but the newspaper refused to accept the ad. Flyers were distributed on campus and off campus, pointing out alleged abuses by specific administrators.

In early February ballots were mailed to faculty members asking for their votes of confidence in no confidence in Darnton, Dr. Floyd Belk and Dr. Paul Shipman, vice presidents. Ballots were to be mailed to a certified public accountant who then released the results:

43 votes of confidence for Dr. Darnton, 59 votes of no confidence.

27 votes of confidence for Dr. Belk, 80 votes of no confidence.

28 votes of confidence for Dr. Shipman, 77 votes of no confidence.

The NEA asked to meet with the Board. Again it was refused, but eventually, using the Faculty Senate, faculty members were able to establish a liaison system which permitted a member of the Senate to attend Board meetings and speak on certain issues.

But the major impact of the NEA seemed to dissipate shortly after the vote of confidence. Members were elected to the Faculty Senate, and the organization remained active and vocal, but leaflets and notices to the faculty became fewer and fewer.

Dr. Jimmy Couch was elected president of NEA for 1982-83, but he resigned and was replaced by Dr. Robert Markman. Efforts to file grievances against evaluation continued, but in most cases were rejected again and again by the administration and the board.

There was no question in the minds of most observers that the NEA had had a major impact on campus, but it was also felt that the handling by the administration of the NEA had been successful, and most NEA members were as surprised by Darnton's resignation as most others—perhaps not as surprised by the fact of the resignation as by the timing of it.

Evaluation blossoms into a campus problem

Evaluation of faculty members has loomed as a major point of discussion on campus since the 1973-74 school year when evaluation was introduced.

Student evaluations were to be used for "improvement of instruction." Many faculty members at the time felt, and still believe, that when student evaluations were introduced that a promise was made never to use student evaluations for salary considerations. Administrators deny that, however.

Many departments were already using some form of student evaluations regularly, and there was no major opposition to the idea of introducing a campus-wide system. Opposition did begin to develop, however, when a standardized campus-wide form was introduced.

Those departments which had used student evaluations had used forms of their own devising, planned specifically for their own disciplines. The standardized form, however, asked the same questions of all students, regardless of the class, and then the answers were compared with national norms by disciplines.

Comparisons were made, then, of Southern faculty members with the national norms in their disciplines. Since not all institutions across the nation using the standardized form structured their course offerings in the same way as Southern, the national norms for some fields were actually norms for related fields of study and were sometimes based on a relatively few

number of students.

The form used was the Student Instructional Report, the SIR, and the SIR was to become a much talked-about form.

Eventually an elaborate faculty evaluation system was devised in which the score a faculty member made on the SIRs from his classes would form 45 percent of the total evaluation. Of the 100 possible points a faculty member could earn in evaluation, 45 would come from the SIR, 25 from an evaluation made by the department head or immediate supervisor, 15 points from college activities, and 15 points from professional activities.

The system was broken down to be more precise: Each activity the faculty member engaged in was worth a certain number of points; each publication, each paper, each public presentation was worth points. When the points were totaled, faculty members across campus were then ranked. Those in the upper group (determined differently each year) received merit pay increases of a higher percentage than did those in the next two or three groups. Faculty members grumbled about "playing the game for points."

The SIR came into prominence particularly in the spring of 1979 when it was discovered that SIRs of two faculty members had been tampered with, in each case lowering the scores considerably.

The SIR, which had long been questioned, was now

totally suspect, and the discovery of the tampering came at the same time that an ad hoc committee was studying the evaluation system. The report issued by the committee called for an end to the use of the SIR.

Another committee was organized for that summer, and a new form was devised by members of the committee. It was the ICES — the Instructor, Course Evaluation System. The form was tested, modified, and finally adopted by the Faculty Senate. It was put into use for the 1979-80 school year, but the basic system otherwise remained the same. Faculty members were still "playing for points."

During the year that system was in use, however, yet another committee, this time appointed by President Darnton, was at work devising yet another system.

That system was introduced to the faculty for the fall of 1980. It was a much more elaborate, more complex system that still called for points being assigned. This time there was the unusual aspect that a faculty member could earn negative points in some categories of the administrative appraisal of performance. Other aspects of the system were modified, and, the committee felt, sharpened. But it was this system that caused the NEA to erupt into protest, and this system was abandoned before it had even been put into use.

So yet another system had to be devised, and by the end of that school year, in the spring of 1981, yet

another system was proposed to the Board of Regents. It was a system that had been developed by the deans and department heads. It called for a narrative to be written about each faculty member, commenting on teaching competency, professional activities, and college activities. Student evaluation was still to form an integral part of the system. However, the form used was to be devised by each department, but campus-wide there had to be one question which spoke to the point of the teacher's overall competency in the classroom.

The system was to be used one year on a trial basis, evaluated after that year, and then to be used the following year. During the first year there was to be no effect on salaries. During the second year, merit pay was to be a factor.

The new system was greeted with jeers by some faculty members, and some departments refused to construct elaborate student questionnaires. But the system was used, and in the summer of 1982 is now being examined for its effectiveness.

In short, the history of faculty evaluations at Missouri Southern is a brief but changing one. And the history of evaluation during the tenure of President Darnton is the history of three different systems.

He came into office under the shadow of tampered SIRs. He leaves office with the latest system of faculty evaluation itself being evaluated.

Association grants accreditation extension

Missouri Southern was granted seven year's reaccreditation in the summer of 1981 with a progress report due in 1984.

The seven-year period was recommended by an on-site review team of the North Central Association of Colleges and Universities.

Dr. Gordon B. Olson, chairman of the review team and president of Minot State College, N.D., listed seven strengths of the college, eight weaknesses, and seven items of "advice."

The **strengths** of strength included the strong ties the college had with the community and "an open administration." He cited the selective evaluation of department heads, the **strengths** of the president, and the national searches for faculty members. He also cited as strengths the performance of the library, the condition of the physical plant, and the cooperation of Southwest Missouri State University in bringing graduate programs to Missouri Southern.

Finally, Olson said that Missouri Southern's academic programs were sound and the team was convinced there were several outstanding programs.

Among weaknesses the team cited a breakdown in campus communication, space needs in the library, including office and clerical space. Also, a systematic approach to long-range planning was absent, the computer center was performing poorly, enrichment of the student body was needed, and faculty

and staff inbreeding were mentioned.

The present evaluation problems on campus were mentioned, and Olson said campus-wide cooperation was needed in solving this problem.

Advice was given in seven areas. Improvement of campus communication was the first discussed. Science laboratories did not meet needs, the team said.

A review of pay policy for department heads was advised, as well as

improvements in the minutes of Faculty Senate meetings.

Olson told the Board of Regents to establish some formal channel of representation for faculty and students on the board.

The report concluded by saying that Missouri Southern was a maturing institution and in a state of transition. It suggested a careful review of promotion policies in terms of tenure and said the college should examine the question of

whether staff members should have rank.

Other members making up the visiting team were Dr. John Aragon, president of New Mexico Highlands University; Dr. Georgia E. Lesh-Laurie, chairperson of the department of biology at Cleveland State University; and Dr. Edward R. Mulvihill, associate dean of the College of Letters and Science at the University of Wisconsin, Madison.

Management audit advises presidential action

President Darnton was told in May, 1981, that "the time has come to lead, to make plans, and to make specific decisions."

He was also told, "The honeymoon is over. The president must take decisive action."

The advice was given in a report of a management audit commissioned by the Board of Regents at a cost of \$35,000.

In the Fall of 1980, the Board of Regents had contracted with a consulting firm in Atlanta, Ga., to do the audit. That audit was to determine something about the quality of management at the institution.

On May 13, 1981, the results of that audit were presented to the president and to the Board. The report pointed to several problem areas and called for "pragmatic decisions and directions" to move the College forward.

Though the audit has never been released to the public, various oral presentations have been made on its findings and recommendations. Culled from several of these presentations and from the consultants themselves, a synopsis of the report can be put together.

Members of the Administrative Council — consisting of department heads, deans, directors, and the vice presidents — were interviewed by the two-person auditing team. Each was asked a series of questions in interviews which ranged from 30 minutes in length to five and one-half hours. The report indicated that these administrators immediately identified one major problem on campus — the establishment of goals for the college. And, therefore, the management audit team recommended getting together a task force to determine "who we are and where we are going, and then many of the problems which surfaced will fall in line."

The report begins with an historical perspective, comparing the administrative styles of the former president, Dr. Leon Billingsly, and Dr. Darnton. It was a comparison, in essence, said the consultants, of the authoritarian style of Billingsly versus the libertarian style of Darnton. And the report concludes in this discussion, "The pot which had been boiling for some years finally overboiled."

As the college moved into the 1980-81 school year, the consultants says, the faculty's frustrations came to the surface. President Darnton appeared to be more willing to listen to complaints than had his predecessor. Faculty salaries and student evaluations rose as the principal concerns, and there was the perception that in these matters, President Darnton was paying too much attention to top level administrators who were of the Billingsly era.

Members of the Administrative Council expressed a concern that their interviews and the resulting report would be a whitewash and that it would be shelved without action being taken. This failure to take action would be totally unacceptable to those interviewed, the report warned.

The report rated campus morale as extremely low. On a scale of 0 to 10, the highest rating any administrator gave to campus morale was a 4 and many gave minus ratings. But, administrators pointed out, this could not be attributed solely to salaries or to top-level administrators. One person described the campus mood as "an upheaval after 13 years of repression." Top-level administrators, however, who should be supporters of the faculty were perceived instead to be adversaries.

Most members of the Administrative Council pointed out that they considered themselves teaching faculty first and administrators second, and they, and the consultants, recommended that the top administrators needed to take responsibility and push it down to the lowest possible level, to establish a chain of command, and to have decisions made at the lowest possible level, not at the highest. There was evident, the report said, a lack of direction and a lack of cooperation, and there was also evident a need for campus-wide planning.

Department heads, the report said, lack identity on

campus. They need more pay (a recommendation made again later in the report) or more released time. More decisions, said the report, should be made at this level without interference from the vice president for academic affairs.

The faculty perceive themselves as second-class citizens, said the report. They need to be treated more professionally. "The time for buildings is well past, and the time for building the faculty is here." The report said, also, that there is a need to explain the budgetary process, and student evaluations, said the report, are an affront to the faculty.

The report recommended that a study be made of pay comparability — job for job in institutions of similar size with similar goals — and that somehow the mystery of how pay is determined be removed.

The report states that when Darnton arrived as president, expectations were high that a new era had come. The feeling a year later, however, is that he did not act as quickly as he should have. Faculty did not see long-range plans, or development of policies. The terminal degree in some schools became a sacred cow, posing a threat to older faculty members who had helped build the institution and serving, thus, to further lower morale. "There is a need for specific goals, specific plans, well communicated," the report reiterated.

The image of the college in the community was described as good, but the image is poor on campus. The report described the campus feeling as being one that the college is a glorified high school, a junior college which grew up, a trade school, a commuter school. These are valid criticisms in the lack of a clear direction, the report suggested. "Either we have limited or unlimited aspirations — but the college must know, and it must be made clear to the faculty whether the college is limited and why. Faculty must be aware of what the goals are," the report said.

The report suggested that an improved public relations program would perhaps be useful and that the total system of communications on campus needed to be examined.

There was, said the report, a strong belief that upward communication is stifled at the vice presidential level. The administration, said the report, has to want to listen. The president must receive input from many sources. Downward communication, said the report, was virtually non-existent. Upward communication is expected to be rapid, but downward communication can take as long as a year in response. Answers are slow in coming. There seems to be an absence of answers altogether, the report suggested.

The faculty, said the report, is "committed" to death, and that is poor for communications. The president, recommended the report, should write a regular column for The Chart, and The Chart should be utilized much more as a communication tool by the administration. Dinner meetings with faculty should continue, and luncheons should be added so that faculty can get together and visit. There should be a complete analysis of the committee system, and as many as possible should be eliminated, the report recommended.

The College needs to address areas of faculty job satisfaction and recognition as professionals, the report suggested. "There may well be no need for national searches for new faculty; that depends on what our aspirations are. Then how we recruit depends on our pay levels."

Recommended also was a review of salary inequities. Contracts should be re-examined to provide for options of payment in 9, 10, or 12 monthly payments. There needs to be an examination of teaching faculty versus non-teaching in terms of credentials and salary. The starting salary for teachers needs examination, and consideration must be given to the salaries at which new people are brought in.

"Merit pay is not invalid, and a proper evaluation system could work with it," the report said.

Support staff needs examination. Could additional

support help free faculty from overloads and provide a release from other duties? the report asks.

If additional dollars were to become available, what would be most beneficial to faculty — additional salary or additional staff?

"There needs to be a greater role for department heads in the day-by-day running of the college. And perhaps consideration should be given to rotating headships," said the report.

The Board of Regents members were perceived to be remote, removed, and uninformed. There was a recommendation for more interaction with the faculty, again, using the department heads as much as possible.

In regards to Dr. Darnton, the report said, "The time has come to lead, to make plans, and to make specific decisions." Four areas were identified as affecting his image: the adding of additional administrators, the question of whom he listens to, deciding where we want to go in terms of quality education (either define the term or stop using it, the report suggested), and "he is not yet a champion of the faculty." Some administrators felt Darnton had made progress, and given time he would accomplish. Four aspects of his decision making were also discussed: There must be a clear data base, making clear-cut decisions, examination of each decision as to how it will be perceived by those whom it affects, and how to communicate the decision once it is made. "All of these areas," said the report, "need considerable work."

On Dr. Floyd Belk, vice president for academic affairs, the report said that the faculty asks that he be a champion of the faculty and be a positive force. He is not viewed that way but viewed instead as still operating far Dr. Billingsly where he could not be those things. "He needs to establish policy and make decisions within the framework of that policy, and to make that policy, he needs a data base. The real problem is that Dr. Belk is not perceived to represent the faculty, and so the faculty looks to the president," said the report. The report continued that there is a huge amount of distrust towards Dr. Belk. Means of resolution have been discussed with him and specific plans outlined, the report said. "Perhaps," it continued, "he was a victim of circumstances. He needs to spend more time with faculty, be less remote. Actions can resolve the problem."

Regarding Dr. Paul Shipman, vice president for business affairs, the report said he was perceived as "a hindrance to progress," as the person who says no. A recommendation was made at this point in the report that departments be given a discretionary budget that did not need to be accounted for. In any event, the report said, the role of Dr. Shipman will have to be explained and be made more supportive of the faculty position.

When administrators were asked what changes they would like to see, most spoke of better office space for faculty members, and office space could be more important than salary increases, the report said. The budget process needs to be explained and more people involved in it. The Faculty Senate should have administrators removed from it and its proper role be addressed and defined, the consultants said. The report concluded with these ideas: The honeymoon is over. The president must take decisive action. Either the college lives with the image that it is a glorified high school or it changes that image and sets realistic goals. The college will remain a basic commuter college, but within that framework, quality can be possible. But the college must do it. The president must decide how to provide leadership through his staff and clearly define specific goals. The president and vice president must establish a plan and policy committed to chart the course for the college in five and 10 year periods. Cost projections are need.

"We have left the realm of the ethereal and we are looking now for pragmatic decisions and directions" the report concluded.

'Final conflict' nears

The third year of Dr. Darnton's presidency was the year of "the final conflict."

During that year the president was besieged by monumental budgetary problems, program examination, a major controversy on the faculty drop policy, and continuing problems with the establishment of faculty and student liaison with the Board of Regents.

Evaluation continued to be a source of apprehension by faculty and a source of campus controversy.

As the school year ended, commencement was held at Hughes Stadium but was called off when rain began to fall during the ceremonies. Regents, parents, graduates, and families scurried for cover, and some complained commencement should never have been scheduled outside.

Highlights of the year, taken from the pages of The Chart, follow:

September, 1981

With tax revenues dropping drastically across the state, Missouri Southern and all other state-supported colleges had their 1981-82 operating budgets reduced to the bare minimum. Gov. Bond earlier in the summer had vetoed back appropriations to his original recommendations and then had withheld 10 percent of the final figure. Missouri Southern was left with only 86 percent of its previous year's operating budget. Severe cuts were made in the operating budgets of departments and activities.

The college, meanwhile, set a new enrollment record with 4,269.

A long-range planning committee was formed in response to a recommendation from the North Central Accrediting Association. "The purpose," said the president, "will be to turn this mission statement into reality."

Dr. Robert Markman, the Faculty Senate's first liaison to the Board of Regents, attempted to present faculty views on the president's revised mission statement. Ray Grace, Regent president, told him, "You put a lot of disruptive input into our meetings last year. . . . I like you and respect your position, but I won't tolerate any disruptive business as long as I'm chairman."

October, 1981

The president met with the Faculty Senate's executive committee to discuss ways to make the faculty liaison work constructively with the Board of Regents. Later the Senate elected two members to meet with the Board to iron out problems on the liaison procedure. President Darnton, by the end of the month, felt that "the glass was half full," and that the liaison procedure was working well.

A football player was dropped from a class, calling into question his eligibility for several games in which he had participated after the drop. A routine student drop by a faculty member erupted into a major storm as administrators and faculty began arguing the merits of the existing drop policy and about academic standards.

The NEA, meanwhile, began the year quietly with Dr. Jimmy Couch as president. But Couch resigned, and Dr. Robert Markman, who was also serving as president of the Faculty Senate, was elected to succeed him.

Two new members of the Board of Regents were appointed by the governor. William Putnam replaced William Schwab, and Anthony Kassab replaced Fred Hughes.

Missouri Southern was experiencing a cash flow problem but not as severe a problem as other state institutions.

The evaluation process was being instituted, and departments were preparing to give their own student evaluations.

November, 1981

The controversy over the drop policy continued to swirl around campus. The faculty member who had dropped the football player from a class was receiving support from departments across campus, but the controversy and the debate continued. NAIA ruled MSSC would have to forfeit one game, and declared

in an "exceptional" ruling that the player was eligible for other games after the one forfeited.

December, 1981

Failure to work for the best interests of the faculty and staff and a deliberate misuse of public funds were charges made against the college administration by the local NEA chapter. The NEA accused the administration of "squandering approximately \$60,000 of public funds and faculty/staff salary" because they refused to let the current insurance program up for bids.

Missouri Southern's Faculty Senate recommended that the "academic policies committee think long and hard before taking away the instructor drop." And the debate over the drop policy continued.

January, 1982

The Coordinating Board for Higher Education announced that it was conducting a study of possible mergers of state colleges and duplication of courses among state institutions, with a report due in June of 1983.

The Board of Regents held a closed meeting with the Faculty Senate's executive committee and adopted a new policy on faculty/student liaison.

The Faculty Senate received a report on college insurance from its welfare committee, and insurance began to emerge as a major issue on campus.

February, 1982

Dr. Robert Markman, as president of NEA, filed a grievance on evaluations with the Board of Regents, but the Regents refused to hear the grievance. "To the best of my knowledge, the Board has not taken part in complaint matters, and this continues to be our policy," said Ray Grace, Board president.

In view of continued tight fiscal policies, the college began further reductions for the next fiscal year.

Three vacancies in English and one in political science would go unfilled, said the president, and drastic cuts were made in other areas as the president proposed a \$50 hike in student fees for the following year. The Regents, however, approved only a \$35 raise, necessitating still further cuts.

NEA threatened legal action against the Board of Regents over evaluation but continued to urge "better dialogue" with the Board.

Markman resigned as president of the Faculty Senate and was replaced by William Ferron, head of the biology department.

March, 1982

The athletic budget was declared "safe" from cuts by the president, and students generally favored an increase in fees for the next year. Faculty members spoke out, however, on "continuing problems on campus."

April, 1982

The Faculty Senate rejected a proposal to eliminate faculty drops, and the controversy over the drop policy as it affected a football player's eligibility subsided for the time being.

The president announced where \$35,000 in additional budget cuts for the next fiscal year would be made.

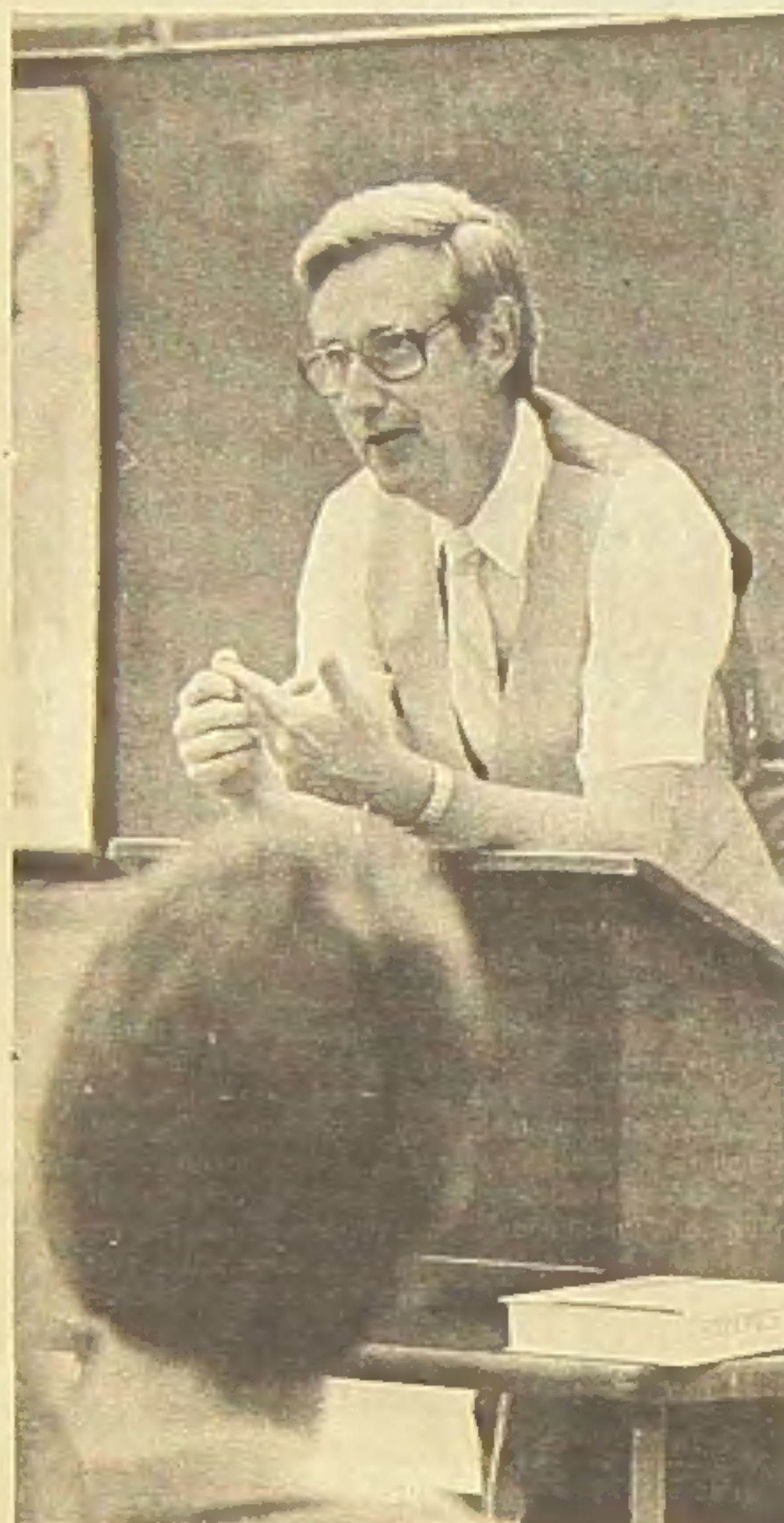
Markman, as a member of the Senate, proposed to the Senate that a limitation be placed on the term of the college president and vice presidents. He proposed four-year contracts. The Senate passed the proposal, with modifications, but the Regents eventually rejected the notion.

A reduction in force policy was being debated, and the long range planning committee mailed seven programs under close scrutiny.

Insurance bids were opened, and the president rated the year in review calling the financial crisis and faculty evaluation the two biggest problems.

May, 1982

Commencement was held in Hughes Stadium, but rain began at 8:10 p.m., one hour after ceremonies began, and the stadium was evacuated and commencement called off.



Budget rises to fore as number one problem

Budgetary problems plagued Missouri Southern during all of the past school year.

Southern was not alone in the problem, however. All state-supported colleges and universities had their budgets cut to the bare minimum for 1981-82, "but in relative terms [Missouri Southern was] the hardest hit," said President Darnton.

Gov. Bond announced in July, 1981, that he was vetoing all appropriations back to his original recommendations and that, further, he was withholding 10 percent of the operating budget appropriations.

With that announcement, Southern could count on \$5,645,321 of state appropriations and \$2,236,600 of local revenues. Planned expenditures had been \$8,761,000. Thus Southern was facing a deficit of +\$79,179.

The appropriation of \$5,645,321 was only 86 percent of the college's 1980-81 spending and the smallest for Southern since the 1977-78 fiscal year.

President Darnton, and Vice Presidents Floyd Belk and Paul Shipman then re-examined all facets of the budget to adjust to

the new circumstances. They found a new level of local revenues of \$2,422,000 and expenditures of \$8,298,125 leaving a deficit of \$230,804.

The shortfall was reduced to \$170,804 after it was estimated that \$60,000 of the 1980-81 budget wouldn't be spent and could be carried forward into the new fiscal year. Each continuing employee received a \$300 salary increase, reducing Southern's balance by \$254,804.

Darnton explained, "We wanted to get the employees some increase in salary. We knew, though, that it wouldn't cover the cost of living increase."

If additional increases were to be made during the year, it would depend on whether Bond released any or all of the 10 percent he had withheld. But that would depend on increasing state revenues, and revenues did not increase during the remainder of the fiscal year to make it feasible for the governor to release any more monies.

The increases in local revenues that Southern banked on were further increases in the student incidental fee from \$235 to \$255 a semester. That raised \$146,000.

The college called upon the Missouri Southern Foundation for \$35,000 in support and increased the price of athletic tickets and the yearbook. New total revenues: \$185,000.

Expenditure cuts came from library acquisitions (\$100,000), equipment purchases (\$235,000), three vacancies not filled (\$53,500), not increasing pay for teaching evening classes as planned (\$25,000), publications: The Chart, Winged Lion, and the Crossroads, (\$7,500), athletics and cheerleading (\$9,700), debate (\$1,000), meals: Faculty-Regents dinner, Board of Regents lunches, alumni, etc. (\$5,175), travel (\$8,500), Faculty Development Committee (\$2,500), and reallocation of costs to auxiliary enterprises (\$15,000). Total cuts: \$462,876.

The bind on the college was telling in the early days of the semester. Departments were adjusting to tight budgets. In some departments, supplies were cut to the absolute minimum. But the students were generally protected from the cuts affecting them directly.

But almost as soon as the school year began, it was time to start the

battle of the budget for the following year. Hearings by appropriations committees of the State House and State Senate began in the fall, and the president began his appearances before them to try to get more funding for the new year.

Throughout the year, the state was fighting tax revenues. It was felt for a while that the rate of receipts indicated that there was a possibility of more funds being withheld from the college. That never materialized, however, and Southern was also spared the problems most other institutions were experiencing — the cash-flow problem.

As the year wound on, the president proposed a \$50 increase in student incidental fees for the 1982-83 school year. Activity fees would be increased, room and board fees would increase, and some additional fees would be raised.

Even then, the president said, it would be necessary to make further cuts in spending to get the college on a solid financial footing. A reduction of expenditures by some \$245,000 was the goal. To achieve that goal, the president

proposed the following:

- ✓ Leave-without-pay faculty replacements would not be rehired.
- ✓ Men's golf and tennis teams and women's tennis would be eliminated.
- ✓ Mid-term classes which incur salary costs would be eliminated.
- ✓ A moratorium was placed on sabbatical leaves and promotions.
- ✓ The administrative assistant to the president, a vacancy in Student Services, a vacancy in English would not be replaced, and two vacancies would be consolidated into one in automotive and machine technologies.
- ✓ Certain clerical vacancies would not be refilled.
- ✓ Another clerical vacancy would be refilled on a half-time basis.
- ✓ A vacancy in Academic Services would not be refilled.
- ✓ Two additional vacancies in English would not be refilled.
- ✓ A vacancy in political science would not be filled.

Regents, however, did not approve the \$50 hike in student incidental fees. Instead, they approved a \$35 increase, and the college had to seek then \$100,000 in additional cuts. Book rental charges

were then increased, reducing the deficit now to \$90,000-\$95,000.

After considerable study, the president announced several weeks later that \$1,500 of the cuts needed would come from the cheerleaders' budget, and \$20,000 would come from replacements hired for three faculty members on leave without pay. An additional \$7,500 would come from linking Campus Activities Board with the Special Events Committee.

There was still the waiting for the governor to sign the appropriations bill as it finally passed the legislature, however. And when the governor did, Southern ended up with an appropriation slightly above what the governor had recommended.

The budget committee made final recommendations—a 10 percent across-the-board pay raise for college employees, re-institution of \$100,000 for library acquisitions,

and \$85,000 for equipment. That was the budget, in essence, submitted to the Regents. That was the budget the Regents deferred action on last week.

Report recommends board, faculty channels

The North Central Association recommended in its reaccreditation report that the Board of Regents establish a channel of communication with faculty and student representatives. This was in the spring of 1981.

During most of the 1980-81 school year, NEA members had sought, unsuccessfully, to meet with the Board or to speak to Board meetings.

In March, 1981, William Schwab as president of the Board recognized Rochelle Boehning, then NEA president, to speak to the Board "as an individual."

Boehning was recognized near the close of that meeting. He began his statement by saying "we wanted to clear up some points."

Schwab immediately asked, "Whom do you mean by we? Dr. Markman and yourself...?"

Boehning replied, "I represent

Such a meeting with the Regents and the Senate was arranged for the fall of that year, but in response to Boehning's points Schwab replied, "There is no reason why any faculty member can't give input to the Regents meeting as long as they are speaking as individuals."

Thus was born the idea of a faculty liaison to the Board of Regents.

Dr. Robert Markman, president of the Faculty Senate, appeared at the Senate's first faculty liaison to a Board meeting in September, 1981.

Markman, midway through the meeting, asked Board president Ray Grace if he could be allowed to present information of the mission statement of the college which was being discussed.

Grace requested advice from other Board members. The primary question the Board debated was

Following failed NEA attempts



Debbie Markman photo

Dr. Robert Markman

"Personally, I believe that the Board's establishment of a formal liaison role with the faculty is a step forward. The details of the arrangement are not what the faculty desired; but it certainly is the prerogative of the Board to decide how to conduct its meetings. I urge you and the other members of the Faculty Senate Executive Committee who will serve as liaison at future meetings to follow the procedures set by the Board. Try to make this arrangement work."

Markman responded in a letter that personal comments made publicly "constitute an attempt to control the faculty and/or myself..."

Within the week, the Senate decided to elect two of its members to meet with two Regents to work out mutual problems on the liaison procedure. The vote was a tie vote, and the tie was broken by Markman as president. "It was

ton," and so on. As long as we both realize what role he is carrying out at the time, I don't see any difficulty."

The president also spoke of the favorable response the Board had to the faculty and student liaisons at the October Regents' meeting.

"There needs to be a better understanding on everyone's part of the role of the liaison at the Board meetings. There needs to be a better understanding of the mechanics and substance of this role," said Darnton. "Once this takes place I see no reason why the liaison won't continue to be a useful part of the Board meetings."

The October meeting had seen Dr. Merrell Junkins function as faculty liaison.

During this meeting the Regents deferred making a decision on whether to have two Board

'As regents we do not want to become involved in the everyday working of the college because, quite frankly, when we do, we get lost.'

100 people."

Schwab replied, "Now look, Chelle, you can speak to the Regents as an individual but that is all. As Regents we do not want to become involved in the everyday working of the college because, quite frankly, when we do, we get lost."

Schwab went on to say that he felt that the channels which had, at that time, been set up for communications between the faculty and the Regents through the administration be given a chance.

Boehning brought up two points: He asked that a small group of faculty be present at each meeting to provide information that may clear up some questions on topics that are being discussed, and that the Regents meet with the Faculty Senate once or twice a year without the central administration in attendance.

whether or not Markman should be allowed to speak because he wasn't on the agenda.

Grace then chose to exercise his option as chairman and asked Markman to speak. Markman told the Board he wished to present faculty views on the mission statement.

After much discussion, Grace said to Markman, "I don't intend to open the meeting up. Next time, submit your request in advance. You put a lot of disruptive input into our meetings last year, but I won't tolerate any disruptive business as long as I'm chairman."

It was then suggested to Markman that he mail his documents to the president of the Regents. Markman said, "I'll consider it."

Markman said later that it was a question of how much faculty participation the Board wants. "They

want to limit it by making us go through regular channels," he said.

The president said the next week with the Senate's executive committee. "I have a feeling," said Darnton, "that we moved forward. We're working to make the liaison a positive force. The Board feels badly that it didn't work at the last meeting. They want the liaison to make a positive contribution, also."

Darnton had sent Markman a letter in the meantime which said: "During Friday's meeting, you asked to speak to the Board re the

mission statement. Although it may have appeared to some to have been an innocent request, you were fully aware that it was contrary to the procedures that had been established by the Board. To the Regents and me, it appeared as a deliberate provocation. Issues should be discussed and debated, opposing views should be presented. If individuals have the good of the institution at heart, they will do so without seeking confrontation, without creating an adversarial environment."

done to inform the Board that the liaison procedure needs to be reviewed both positively and negatively at the end of the semester."

President Darnton said to the Senate, "I don't think this is the best time to do it. Two years ago, the Board wouldn't have considered having a link with the faculty. I told the Board then that I would like to see the faculty have a greater role. The Board told me that if I wanted the president of the Faculty Senate to come to their meeting, I was to invite him."

Markman was named president of NEA during the period before the next Regents' meeting. Dr. Jimmy Couch had resigned as NEA president. Markman was now both president of Faculty Senate and of NEA.

"Dr. Markman recognizes the dual roles," said President Dar-

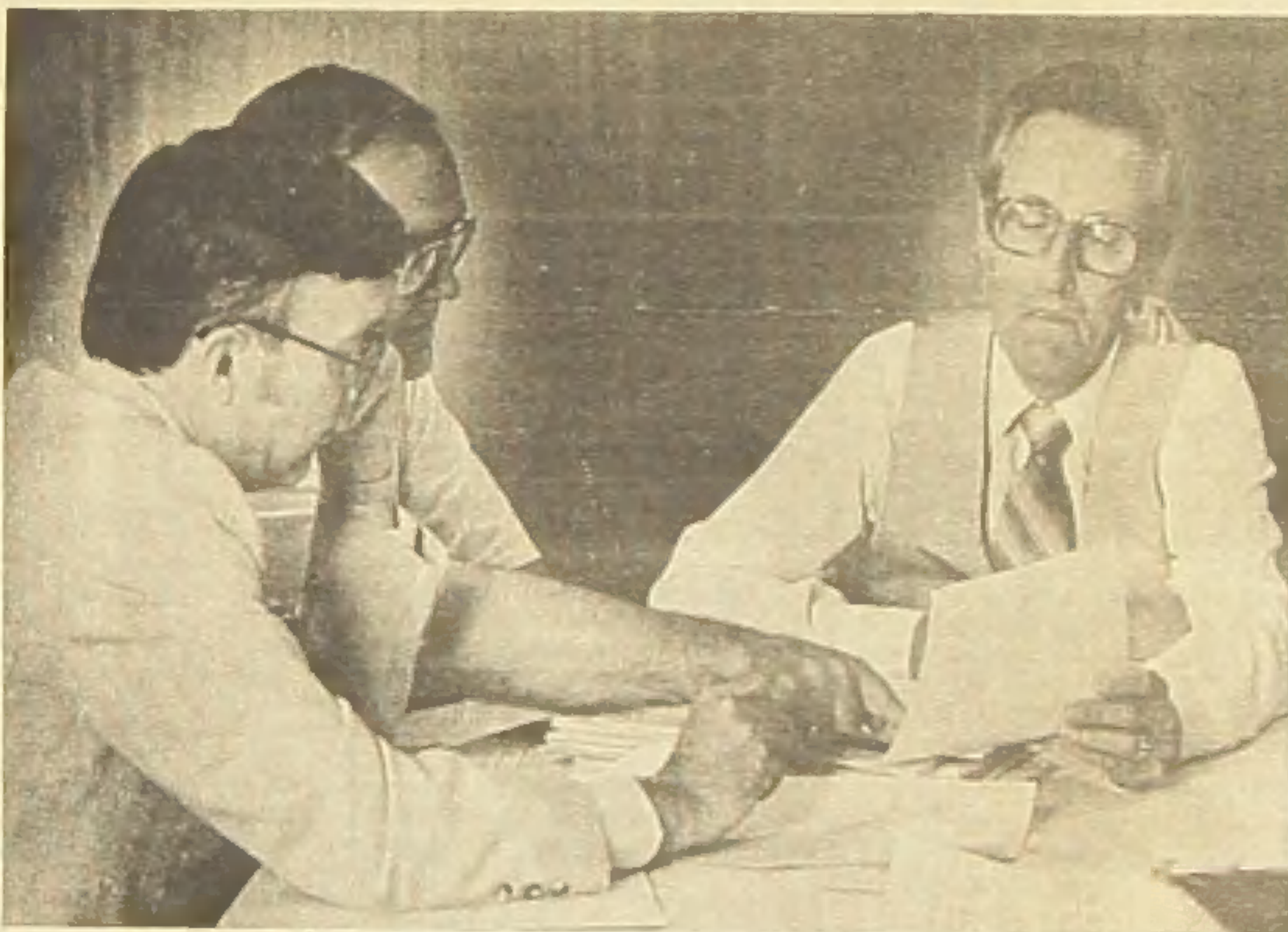
members meet with two Senators to review the liaison procedure.

In January the Regents held a closed meeting with the Faculty and Student Senates' executive committees to discuss the liaison policy. Chief change was to allow a liaison to serve at consecutive meetings.

Little more was heard of the liaison system. Liaisons attended Board meetings, spoke at various times, and the system seemed to begin working.

At the Board meeting in June, prior to its recessing until the following week, Dr. Judith Conboy, serving as faculty liaison, had asked to be recognized to speak on the matter of the budget.

The budget, however, was not discussed. Regents deferred action on it until this week, and Dr. Conboy was assured she would be allowed to speak at that time.



Dr. Paul Shipman, Sidney Shibus and President Donald Darnton discuss Southern's budget. Darnton frequently held such meetings with members of the budget committee.

NCA review team sparks committee

In response to an April, 1981, recommendation by the North Central Association on-site review team, President Donald Darnton appointed a 15-member Long-Range Planning Committee in September.

The Committee is comprised of the two vice presidents, the four school deans, six faculty, two students, and chairman John Tiede, who has served as assistant to the President.

Plans were implemented via the college's budget, and the inclusion of the seven administrators was expected to ensure a direct link between the planning and budgeting process.

"The purpose of the Long-Range Planning Committee will be to turn our mission statement into reality," said Darnton in September.

"Our mission statement tells everyone the direction that we're headed. It influences behavior and the kind of faculty and students that we attract."

"The Committee will be permanent to the operation of the college. We need to see if the mission statement still makes sense. It is basically a direction setter."

Members of the Committee reviewed 18 academic programs having separate budgets. After reviewing data concerning majors, graduates, credit hours, faculty equivalents, and revenue generated, each of the 18 units was placed in a category of "strong," "viable," or "of concern."

Several programs were identified as "of concern" because "they may not be viable or may need some help," said Tiede.

The Committee was to make a final vote after discussions were concluded, and forward a final report to Darnton. "The President has asked for specific recommendations if possible," said Tiede.

The Committee was to then take a look at 65 non-academic units, with discussion continuing throughout the summer. The Committee met Monday.

Faculty drop policy questioned following ineligibility brush

The faculty drop policy came into the news on Oct. 1, 1981, when The Chart published a front page story headlined "Football player has brush with ineligibility."

The story related how, just prior to the Sept. 19 game between Southern and Evangel, a Missouri Southern football player had been dropped by an instructor from a class for non-attendance.

The National Association for Intercollegiate Athletics, The Chart, and campus groups began asking just when a faculty drop of a student is official. Did a student have to be notified he was being dropped from a class?

The question became more complex, however, as deans and department heads began examining all college policies and the drop policy emerged as a focal point of discussion.

While some felt the controversy centered on an athlete's eligibility,

many felt it really centered on a faculty member's right to drop a student from a class. The questions were: Does a faculty member have such a right, and why?

Discussion centered on academic standards and equal treatment of students. The football team was eventually required to forfeit one game, and area news media attacked The Chart for having brought the matter to the attention of the campus. A Topeka newspaper said The Chart had caused the forfeiture, and athletic team members and players blamed The Chart for the controversy.

The basic question of student rights and faculty rights, however, was never fully resolved.

The deans and department heads recommended the faculty drop policy be discontinued. The debate continued to rage. The proposal went to the Faculty Senate. There the proposal was defeated, and the drop policy was kept.

Students asked to express themselves, and the issue was hotly debated.

When the Faculty Senate discussed the matter, President Darnton favored the elimination of faculty drops of students. He said, "I don't think the change in policy is a way to avoid what happened last fall. The new policy treats students as adults and expects them to act as such. Students have to live up to their responsibilities and take the consequences."

The question then became one of whether students, knowing a policy of faculty drops, should live up to their responsibilities and take the consequences under that policy. That question, however, was never addressed.

Faculty drops remain at Missouri Southern. The controversy could arise again, though, as basic questions were never answered.



Vince Rosati photo

Darnton unable to weather commencement

Decisions are what college presidents are paid to make. In the vast majority of cases, these decisions go largely unnoticed by the community in which the president serves. In others, however, they are subject to close scrutiny, if not outright criticism.

The decision of Missouri Southern president Dr. Donald Darnton to hold commencement exercises outdoors amid forecasts of inclement weather has fallen under such criticism. The commencement, which was prematurely halted due to a downpour and gusting winds, left a number of students, families and spectators disappointed and disgruntled.

Eighteen graduating seniors, 142 associate degree and 10 master degree candidates were forced to depart without having their diplomas awarded. Honor students were not recognized and the two recipients of outstanding teacher awards were not announced as scheduled.

The aftermath of the aborted ceremony saw a number of those in attendance openly questioning the wisdom of college officials for having gone ahead with commencement outdoors despite predictions of foul weather. There were even reported grumblings by several members of the Board of Regents in Taylor Auditorium's "green room" shortly after the commencement was declared closed.

All of the events and circumstances leading to the president's decision to hold the convocation outdoors are yet to be revealed. President Darnton has declined to discuss his decision-making process with The Chart.

This much, however, is known: On Thursday, May 13 (the day preceding commencement), a briefing session for the prospective graduates was held in Taylor Auditorium. The purpose of the meeting was to inform the graduating seniors about commencement arrangements (seating assignments, schedule of events, etc.) as well as about alternative plans in the event of inclement weather.

John Tiede, assistant to the president and chairman of the commencement committee, told the gathering that, weather permitting, the ceremony would be held in Fred G. Hughes Stadium. If bad weather necessitated a move indoors, he said, it would be held in Taylor Auditorium.

Tiede explained that every effort would be made to hold commencement in the stadium because of its large seating capacity (7,500). If the exercises were moved to Taylor, where only 2,000 could be accommodated, students would be limited to four guest tickets each.

Tiede also informed the students that the final decision regarding the location of commencement would be reached no later than 4 p.m. the following day, some three hours before the convocation was to begin. He noted that the decision would be announced by the media at about that same time. "No word means it's going to be outside," he said. "If you hear something, then it will be indoors."

Forecasts for the day of commencement were not promising. Data compiled and reported in the Joplin Globe Friday morning predicted a "good chance of thunderstorms statewide" through the night.

Thunderstorms and scattered showers were also predicted in the neighboring states of Kansas, Oklahoma, and Arkansas. (See weather map.)

At or about 2 p.m., President Darnton had the first in a series of discussions with Ermadean Arnce, Jasper County civil defense director. The president told Arnce that he wanted to keep abreast of the weather conditions and that he would be checking with her later in the day.

Shortly after the president's conversation with Arnce, the outlook for the area took a turn for the worse. At 2:19 p.m. (CDT) the National Weather Service in Springfield issued a tornado watch for the eastern half of Kansas and parts of west and southwest Missouri. The watch extended 80 statute miles either side of a line from 10 miles southeast of Salina, Kan., to 40 miles north northeast of Springfield. The watch was to be in effect until 9:30 p.m.

Minutes later, the Federal Aviation Administration and the Joplin Flight Service at the Joplin airport issued a tornado watch for the Joplin area effective from 2:30 p.m. until 9 p.m. Shortly thereafter, KODE-TV issued a severe thunderstorm watch for the area effective from 2:37 p.m. until 9 p.m. The KODE-TV watch was updated at 2:54, 3:00, 3:45, and 3:50 p.m. None of the updates called for a change in

conditions.

From early to mid-afternoon, President Darnton periodically checked with the Civil Defense office to learn about prospects for the evening.

"We spoke with the president several times from about 2 until 4 p.m.," recalled Arnce. "At one point we informed him that it looked like a storm front would be moving into the area later in the evening. He asked when it might hit, and we responded that our best and latest estimate was 8 p.m."

Arnce went on to say that the president informed her that if the convocation were to be held outdoors, "buildings nearest the stadium would be open for emergency shelter."

By 4 p.m. a determination had to be made on whether to hold commencement outdoors as scheduled or move it to Taylor Auditorium. According to Paul Winter, director of the Billingsly Student Center and commencement committee member, the commencement committee played no role in the final decision.

"The committee did not meet to decide where the commencement would be held," he said. "It was my understanding that the decision would be made sometime before 4 p.m. so that the media could get the word out. It was also my understanding that the decision would be made by the president."

Shortly before the 4 p.m. deadline, a decision was made. President Darnton informed Gwen Hunt, Southern's public information director, that the proceedings would be held at Hughes Stadium as planned, and instructed her to notify the media.

Since the possibility of foul weather moving into the area remained strong, arrangements were made for campus personnel to maintain communication with Joplin police throughout the commencement. From 7 p.m. on, interim campus security chief Jess Forkner would be in direct radio contact with Arnce and Joplin police dispatcher Beverly Jones. The pair, who would be in telephone communication with the National Weather Service in Springfield, would relay all late-breaking weather conditions as reported by the Kansas City Weather Bureau. Forkner, in turn, would keep the president posted.

Little more than an hour into the exercises, a

downpour accompanied by gusting winds sent hundreds of spectators, graduates and educators scurrying for shelter. Though Dr. Floyd Balk, vice president for academic affairs, hurriedly attempted to read the names of students receiving baccalaureate degrees, he made it only as far as the Ws before the rain and winds forced Darnton to declare the exercises closed.

The abrupt conclusion disappointed some and angered others.

"My parents were really looking forward to seeing me walk through the line and receive my diploma," said one student who didn't have the opportunity to do so. "It really didn't make all that much difference to me, but it was a big letdown for my folks," he continued. "It seems to me that they could have had some sort of alternative plan for those of us who were rained out, like maybe moving inside the gym or auditorium to finish up."

Anthony Kassab, a member of the Board of Regents, also expressed disapproval of the way the commencement was handled.

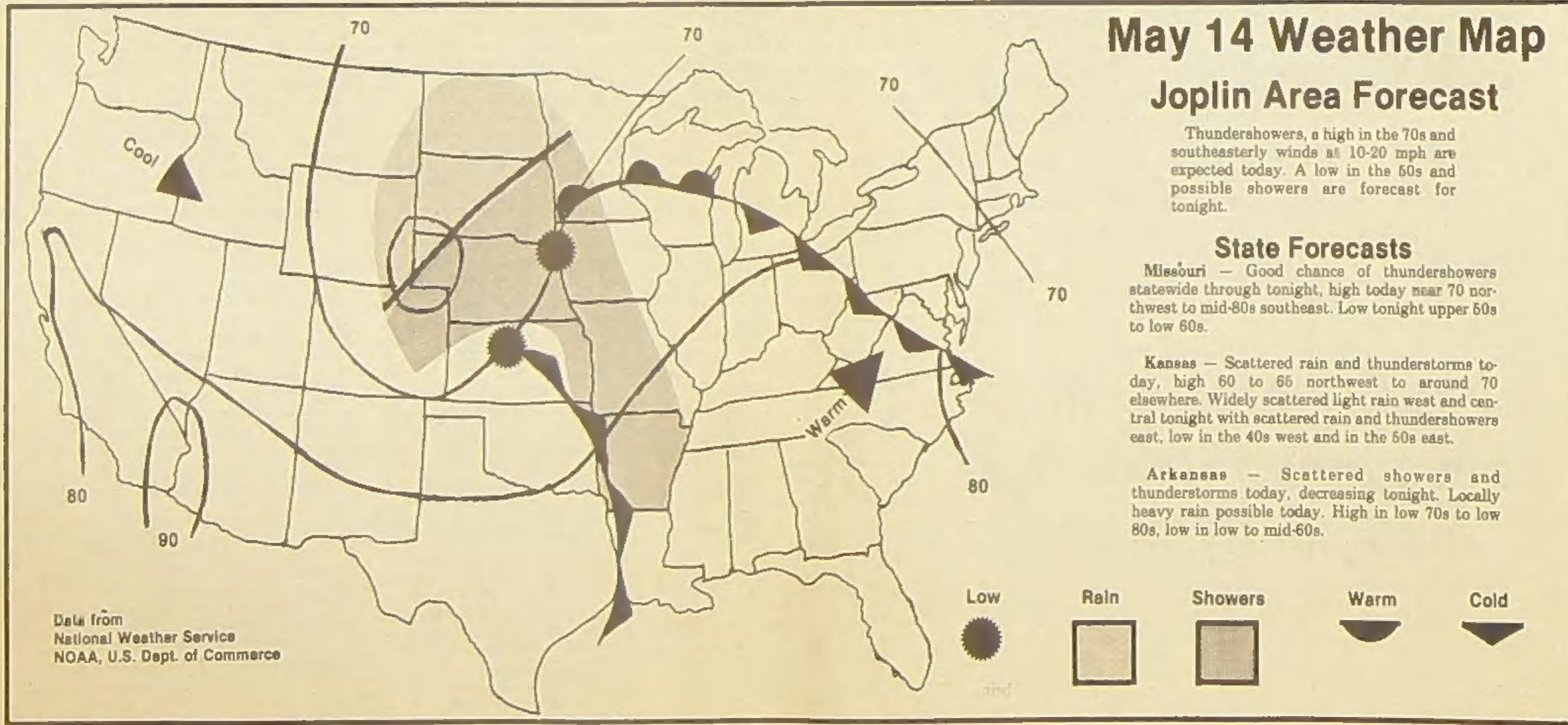
"It was a very foolish and impractical thing not to have an alternate plan," said Kassab. "It showed a total lack of any forethought that there wasn't any alternate setup."

Kassab also expressed displeasure with the decision to continue the commencement exercises during the rain and winds which hit mid-way through the convocation.

"You don't wait until the very last minute to evacuate the people from the stadium," he said. "You do it when the very first drop hits. It's a wonder that someone wasn't hurt when the storm finally hit."

The matter of establishing alternative plans in the event of pending inclement weather was taken up at a regularly scheduled meeting of the regents a week after commencement. President Darnton told the board that cases and diplomas had been mailed to the graduates along with a letter apologizing for the fact that not all of them had gotten the opportunity to go through the ceremonies.

Kassab recommended that in the future alternative plans should be made and announced before commencement. President Darnton responded that such plans were in the discussion stage.



College community expresses views

Conboy issues statement

Dr. Judy Conboy, Faculty Senate liaison, was not able to address the Board at the June 17 meeting. Apparently Dr. Conboy had asked to read a statement to the Board that would contain some comments about the adoption of the new budget for the 1982-83 year. When it was decided that the budget matter was to be deferred until a special meeting at a later date, Dr. Conboy's statements were not heard.

The Chart has learned that Dr. Conboy's statements also contained comments from the Faculty Senate Executive Committee concerning the search for and selection of the

new college president. She has allowed these comments to be printed as follows:

"The Faculty Senate Executive Committee has met and wishes to express two areas of concern in the appointment of a new President for MSSC. First, we hope that you will clarify your expectations for a new college President. There is a need for some of direction and purpose which we believe will be enhanced through the clarification process.

"Second, we are concerned about the search for and selection of the President. In the last search we believe the Committee consisted of the President of the Student

Senate, the President of the Alumni Association, a community member, an MSSC Dean, The President of the Faculty Senate and two elected faculty members, and the President of the Board and two board members. We are anticipating the need for an election of faculty members to serve on the search committee. We need clarification in this regard."

Dr. Conboy sent copies of the statement in letters to Ray Grace, president of the Board of Regents, and to Dr. Donald Darnton, college president.

At the special meeting yesterday, Dr. Conboy was again not given an opportunity to voice the

committee's position on either the budget or the search and selection process. Grace did mention that a letter had been received from her and that it was considered to express the views of the Faculty Senate rather than her own personal position.

Following the meeting Dr. Conboy said that she felt the board was "keeping their cards close to their chests" for a reason and that it appeared they intend to move quickly with the process of selecting the new president. She was somewhat distressed that her request to address the regents had been overlooked.

By Dr. Robert Markman
President, MSSC NEA

June has been a month for resignations. Secretary of State Haig resigned citing differences with other administrative officials over policy. President Darnton resigned saying he would make a statement later. In both cases, pressure from above prompted the action.

While both came as a surprise, President Darnton's resignation was by far more of a shock. Mr. Haig's differences with other members of the government had been clear for nearly 18 months. With President Darnton, it was difficult to know if the Board of Regents had weighed carefully his contributions to the college. Some discussion at the May Board of Regents' meeting supports this conclusion because members were not able to describe clearly what kind of formal system they had to review the President's work.

If the Board finally came to believe that it was in the best interest of the college not to renew the President's contract, then the decision was sound. That is, after a careful, they felt that the college, the students, and the faculty would be better served by a change. But this led to campus and street rumors which were not verified. Thus, the motivation was not clear.

President Darnton assumed office in a difficult

period. He had to establish credibility with both the Board and the faculty — not an easy task. One issue, evaluation, was a good example of the problem. In some respects evaluation is like balancing the federal budget. Nearly everyone agrees it is a good idea. Finding out how to finesse it, however, requires more than wishful thinking. The Board wants evaluation with merit pay. But many faculty are skeptical of such a system. President Darnton found himself between these forces. Other issues also emerged to add to his dilemma.

Another parallel is the most interesting. The appointment of the new Secretary of State signals possible changes in United States' foreign policy. Those will be debated in the coming months. Everyone on campus can agree that the college's goal is to improve our performance. The means for doing it are not clear. Hiring the new President would signal changes. In what ways will the new President try to improve the college?

If there is to be a reassuring sign that the Board acted with the best interest of the college at heart, then I believe the Regents should use the same process as they did in the past to choose a new President. Such a move should allay some of the numerous rumors concerning what motivated their decision toward President Darnton. It will also show that the faculty is still considered as a partner in shaping college priorities.



Markman: 'What a shock'

By Kelly Phillips

The resignation of Dr. Donald Darnton as president of Missouri Southern has stirred a variety of emotions from faculty, students and citizens.

The general reaction given by most people was one of amazement. Dr. Judy Conboy, head of the social science department, said "I was surprised and curious. I wanted to know more." Dr. Robert Markman, associate professor of history, said he had "mixed emotions. There were no signs, but I wasn't looking."

Students on campus stated that they were truly astonished when they read about it in the paper. Local merchants also exclaimed their dismay. Jim George, manager of The Natural Shoulder, said he was surprised to read about it in the Sunday [June 6] newspaper, after being out of town.

Many claim that they don't know the details of the resignation;

however, they did express their feelings on how the Board of Regents dispersed the news. "I was disappointed," said Dr. Markman, "on how the Board told Dr. Darnton."

Dr. Conboy stated that it "was an old way of getting things done."

Ed Wuch, assistant professor of education said, "Personally, I don't think it was handled well. It was another Dodge City."

Glen Edgin, an officer of the College Activity Board, commented, "I didn't like that it was put in the paper before Dr. Darnton knew. I think it should be reviewed again. He was dealt a bad hand."

Local businessmen and women felt that it was handled poorly and tactlessly.

The question has arisen whether or not Dr. Darnton knew that something was up or if he was taken by surprise. Some faculty members commented that they thought Dr. Darnton knew before

hand, while others such as Dr. Conboy felt that if he did know "he was a good actor."

"I think he probably knew it was coming," said Chris Turner, Student Senate treasurer. "It was obvious they weren't getting along. There was friction all through the year."

The reaction of people downtown was divided. Jim George said he thought Dr. Darnton knew, while Donna Brown, manager of the Double Eagle, thought he "sounded surprised."

During the last few weeks the Regents have not given any substantial reasons for Dr. Darnton's resignation which has caused rumors to multiply.

Dr. Markman remarked that he ignored most of the rumors. Dr. Conboy also commented that she felt the faculty was not reacting to the rumors.

The Board of Regents stated publicly that "they were acting

in the best interest of the college" by not divulging any more information.

Dr. Conboy said that if they did give their reasonings "we would know more of their goals and aspirations for the President."

Dr. Markman stated as an historian it was not necessary to know the reasons but as a faculty member, he would like to know. Other faculty and students expressed their desires to know on what grounds the evaluations were based.

Dr. Wuch, on the other hand, stated, "the Board has to handle it this way until Dr. Darnton leaves, then there might be a release."

Chris Turner, also stated, "I can see where they wouldn't want to divulge the details."

Earlier Dr. Darnton said that after July 1, he would make a statement. However, it remains to be seen whether or not the community will ever know.

Faculty, students amazed at news

Koplik surprised to learn of resignation

Stanley Koplik, former Commissioner of Higher Education in Missouri, was surprised to learn that Missouri Southern's Board of Regents had accepted President Donald Darnton's resignation.

"I don't understand the Board's action," said Koplik last week from his Topeka, Kan., office. "As I worked with President Darnton, I thought he was performing well."

Koplik resigned his post in April to become Executive Officer with the Kansas Board of Regents. He had served as Missouri's deputy commissioner starting in 1979, acting department head in May, 1980, and became commissioner in December, 1980.

"I don't see why the Board won't indicate the reasons," continued Koplik last week. "They've already done the damage. The public deserves an explanation."

"There is usually some incident that sparks that kind of reaction by a Board. It was pretty abrupt."

Koplik then commented on the difficulty of an individual's serving as the president of a college or university.

"I think the most difficult job is being a parent. That's No. 1 today. But being a college or university

president ranks nearly as high because some of the responsibilities and activities are similar. When you're running a college, you have many different children to look after."

"Take the case of President Darnton. He had a Board to work for, a faculty to work with, a staff or cabinet that has to carry out his policies, and he has students who are really the main reason we have Missouri Southern. You have to juggle in your mind the relative importance of each of these constituencies at any given moment in time. That's a very, very difficult job because every decision you make impacts on every one of those groups of people."

Koplik also spoke on a president's authority and relationship with the governing board of a college or university.

"I've always been very sensitive myself to the relationship between a president and a board. You have to fully understand that the authority for governance is vested in this board."

"The pressure comes when you have six or nine members of a board and they indicate there are

things that are important to them and the community. It's up to the president to carry out all those important items once they become board policy."

"You may have board members that don't necessarily see things the same way. Your job is to facilitate and work with all members of the board. You can't lose sight of the fact that's whom you work for."

Koplik then commented on a president's length of service in office and his evaluation by the board.

"I don't think presidents should have terms," he said. "Presidents should serve as long as they are effective. I don't think if we designate five-year or 10-year terms we're going to necessarily have better presidents."

"I think presidents should be evaluated in terms of effectiveness and pursuit of common objectives and goals on a periodic basis. That's very helpful for clarifying the direction the president and institution are going and to see if the president is carrying out the board's policy."

"It has always struck me as be-

ing interesting that boards usually say 'our President is our administrator and we make policy.' That's usually the case until there is a disagreement between the board and the president."

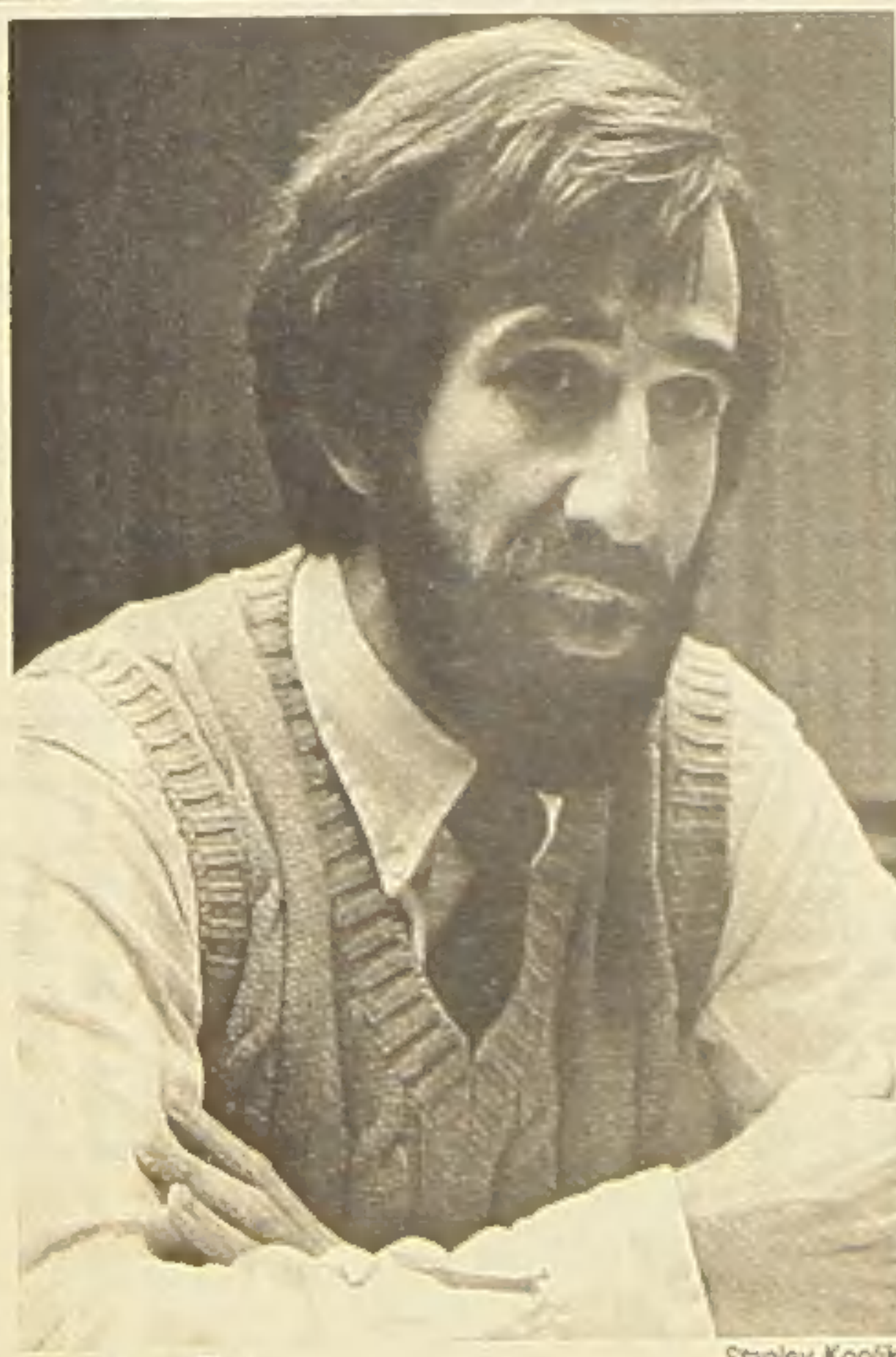
Koplik also commented on the reaction of a college community to the appointment of a new president.

"Much of that depends upon the situation that precedes the appointment of a new president. In all the cases I can think of in Missouri, for example, every college plays a vital role in the economic well-being and cultural benefit of the community in which it sits."

"The community generally looks upon the new president as an instant community leader. Look at the widespread influence an incoming president has."

Koplik then said it would take "at least a year" before Missouri Southern's new president was fully acclimated to his role and duties.

"You've got to have at least one cycle to develop some familiarity," he said. "You have to understand who the players are and the timing of things."



Greg Holmes Photo

Stanley Koplik

June 17 board meeting disappoints many

There were probably more faculty members on campus June 17 than on any other day during the summer session.

This was evidenced by the unusually large gathering in the snack bar area of the Billingsly Student Center. By 12:30 p.m., it was hard to locate a vacant table.

Talk was, of course, centered on the Board of Regents meeting, scheduled for 1 in the Sucker Flats Mine Room. Rumors were exchanged, but no one really knew what would take place.

Mrs. Joyce Darnton arrived and lunched with Dorothy Kolkmeier, the President's secretary. Both waited in anticipation, as everyone else was doing.

The Sucker Flats Mine Room soon filled to capacity. "The President is really gutsy," said one observer. "You really have to admire him for going through this."

Dr. Donald Darnton, wearing a powder blue suit, entered at 1, and asked everyone to move outside, into the Connor Ballroom.

Tables and chairs were hurriedly set up, and for the first time, the Board had a new meeting place.

With over 50 faculty, staff, students and news media in attendance, the meeting began at 1:15. Board president Ray Grace apologized for the late beginning. "We don't ordinarily have so many people," he said, "but we're glad to have you."

Trustees Fred Hughes and Dr.

Donald Patterson were missing from the Board's panel. Grace introduced Dr. Judy Conboy, president of the Faculty Senate, and Tim Capehard, vice president of the Student Senate, as the liaisons.

Darnton began his final President's Report at 1:26, and finished five minutes later. The remainder of the meeting concerned routine business, but Grace did say the Board would "meet within 10 days to discuss the college's 1982-83 budget."

Grace and Board members Jerry Wells and Anthony Kassab began whispering among themselves at 1:50. The gathering waited eagerly, expecting to finally learn the secret behind Darnton's resignation.

Wells then moved to "go into executive session in the board room at Hearnes Hall to discuss President Darnton's resignation and certain other personnel matters that have recently come to light."

The Regents temporarily adjourned, and Joyce Darnton ran forward to hug her husband.

Later, the news media focused its attention on the closed door of the board room. Reporters walked close to the door, hoping to hear anything. Staff and faculty members from Hearnes Hall also passed by. The entire building was on edge.

Dr. Glenn Dolence, dean of students and rumored to be a possible replacement for Darnton,

walked by. "No fair grinning," said a reporter. "I don't know what's going on either, gang," replied Dolence.

Darnton emerged from the room at 3:08 and entered his office, where Joyce Darnton had been waiting with Kolkmeier. The President later came out and joked with the media.

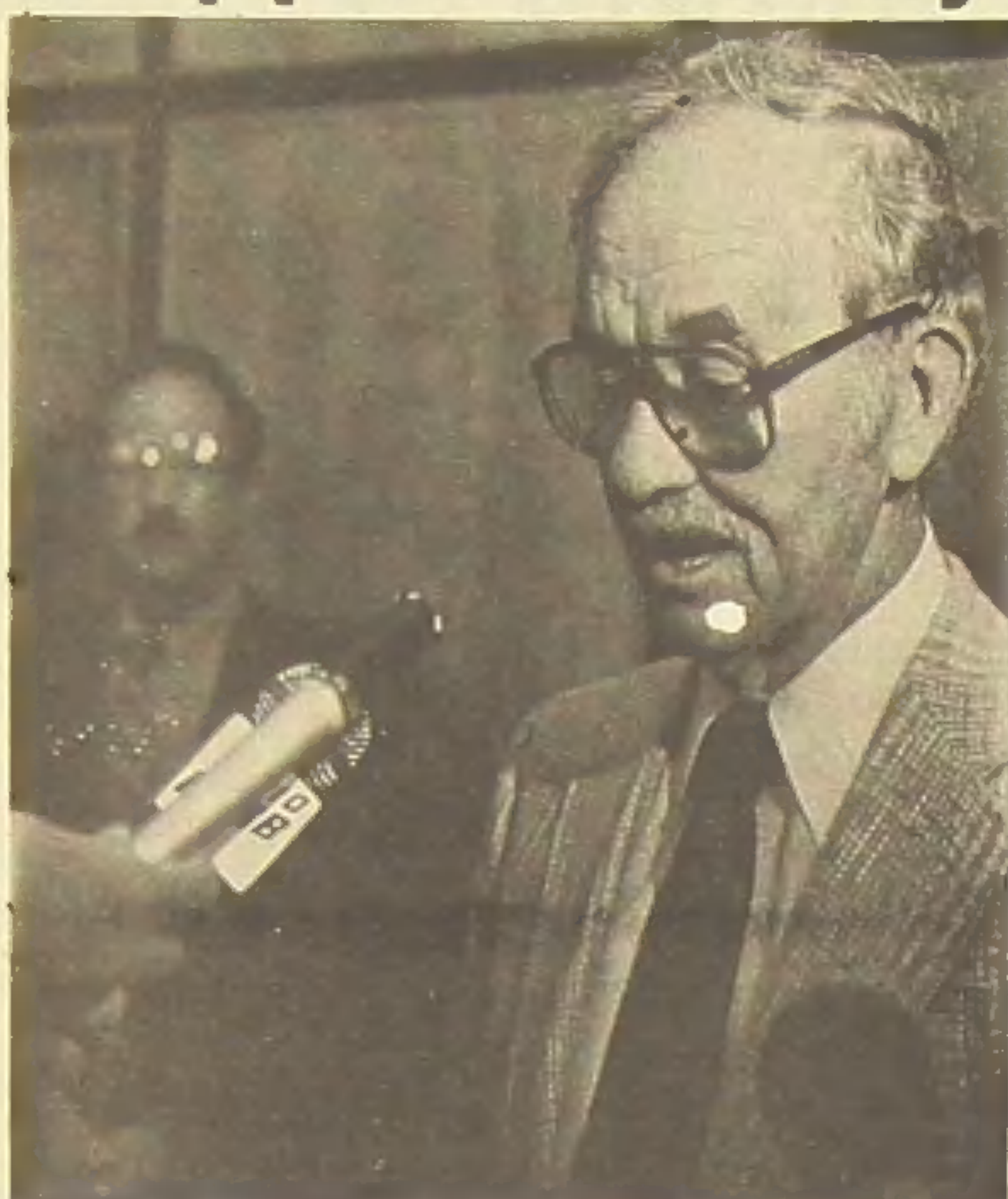
He would not comment, though, on his resignation. "I talked with you on June 5," said Darnton.

Regent Glenn Wilson soon came out and requested Gwen Hunt, director of public information, to find a copy of that day's Joplin Globe. Hunt gave Wilson the newspaper, and Wilson re-entered the meeting.

The Board exited at 3:34 and Kolkmeier typed a copy of the group's statement. Kassab presented copies to the media.

Grace then read the statement. "Today the Missouri Southern State College Board of Regents met in executive session and accepted the resignation of Dr. Donald C. Darnton as president of the College. He had submitted his resignation to the Board on June 5, and it will become effective July 1 of this year. The Board will meet within the next 30 days for the purpose of selecting a search committee and considering an appointment of an interim president."

The day's excitement was over, but the questions were still unanswered.



Ray Grace on June 17

Darnton reviews presidency

Although Dr. Donald Darnton refused to comment to local news media on his recent resignation, he did grant The Chart an interview one day last week to review his three years in office.

Darnton, who moved from his desk to a chair across the room after a cordial handshake, first said he made his final statements June 5 concerning his resignation.

The Joplin Globe reported June 18 that Darnton would "defer comment until July 1," the day he was officially relieved of his duties. But Darnton said this was false; he would say no more "in the best interests of the college."

Darnton was then asked by The Chart to comment on a number of events that had taken place since June 18, 1979 — his first day as Missouri Southern president.

REORGANIZATION:

"A focus of our attention was the taking of courses by people in the community. Our experience of 1981-82 has shown that was a way the college can serve the region. Continuing Education has come through as a success, and will continue to be that way.

"Another aspect of reorganization was to place intercollegiate athletics in the area of student affairs. That has also worked well.

"Our working with 'Return to Learn' and older women students has had only partial success," Darnton continued. "Working with

students who come to campus with weak backgrounds has been our soft spot. We need to really give them a fighting chance to succeed in college.

"The role of the department head still needs some additional consideration. We have two schools with department heads and two without. We haven't reconciled whether to have a single arrangement.

"We also had hoped for more institutional research," said Darnton. "It really hasn't come about. There has been more research through the Long Range Planning Committee than through our reorganization."

FACULTY DROP POLICY:

"That was a relatively small thing, but I'm not happy with the way it turned out. My preference would have been to see something different — where a student would really drop himself from class. A faculty member would not be prohibited from dropping a student, but there would be a built-in notice to the student prior to the drop."

NEA:

"I have not agreed with much the NEA particularly wanted to do. I think that the image of the college and community was injured in the way they went about some things.

"I have a feeling that as far as some members were concerned,

their energies were drained away from the classroom, and their students were injured as a result. I don't feel that was the case with the majority of the faculty.

"My feeling is that the Faculty Senate serves the function as the voice of the faculty. That's not to say, though, that there should not be a MSTA or NEA."

FACULTY UNREST:

"The appearance of faculty unrest in 1980-81 was much greater than the real faculty unrest. There were some unrealistic expectations of change that would take place.

"There are still some areas of disagreement between myself and faculty members. My perception is that it is improving, although some concerns of the faculty may not yet be answered."

FINANCIAL CRISIS:

"In 1982-83 as I leave, the situation is not as good as 1979-80, when I came. There are some bright sides, though.

"On the state level, we were in the spot of having the share of the pie going to higher education decreasing. That has turned around for 1982-83, and it's not just a one-year situation. The Coordinating Board, the governor's office, and the legislature are all in a stronger position now. I see no reason why that won't continue. Commissioner (Stan) Koplik was

an important part of that.

"At Missouri Southern in 1981-82, we were operating at a \$400,000 deficit. We were able to completely eliminate that deficit for 1982-83. Lots of people on campus were concerned and were very careful in the way they used the available funds. Although the proposed budget for 1982-83 is still considered austere, it keeps the college on a strong, fiscal base."

MISSOURI SOUTHERN FOUNDATION:

"It has grown considerably since it was reorganized at the time I arrived on campus. It was primarily a passive, gift-receiving organization for many years. Now, it goes out and seeks gifts for the college.

"Acquiring a great deal of money doesn't occur very rapidly. The outstanding teacher awards, business lecture series and faculty development support are examples of the Foundation's support. The Foundation has been very valuable in helping the college through difficult times."

When asked what he considered to be his most important accomplishment in office, Darnton paused for several moments. "It's very hard to say," he said, "and I'm not even sure it's my accomplishment. But there is a large number of faculty who have a very strong sense of commitment to doing the best they possibly can for students both inside and outside of the classroom.

"That sense is theirs. It's the heart of the institution. If, in fact, I've had something to do with that, then that's the most important thing I've done. That's what my role is."

Darnton also mentioned the master of business administration degree now available on campus, the extension of the communications program, and expansion of the nursing and computer science programs as achievements he felt proud of.

The President did not hesitate to answer when asked about the future of Missouri Southern.

"I see the future as bright," he said. "Read the mission statement — it describes the future. The institution is well-respected in the region as meeting the needs of southwest Missouri. It is well-respected in the state on the strengths of its programs.

"The college still has growth ahead. I expect it to be larger by the end of the 1980's. There is potential for the college to improve its service and build upon the start of going off-campus.

"I see the college continuing to be undergraduate for most of the 1980's as far as degrees offered. There is a challenge for the college to serve all it can in that way without the challenge of offering graduate degrees."

Darnton would not comment on his future plans, except to say: "I will continue to be a resident of Joplin as I have been for the past three years."

Best of three

from page one

School of Business.

In a session that was described by sources close to the meeting as "sometimes heated," the three final candidates were argued and discussed.

Malzahn had been rumored to be the front runner as late as Monday morning.

But when the regents made the decision, it was Leon, and as Ray Grace, board president said, "When you have an election, someone loses. They just didn't get enough votes."

Grace continued, "Dr. Belk had served quite admirably as interim president in the pre-Darnton era. This should not be considered an anti-anyone move, simply a pro-Leon move."

"The strength of the School of Business," said Grace, "and Leon's leadership there, along with the thrust of the man's character were deciding factors. There were simply more positives there than at other places."

Regent Glenn Wilson said, "His (Leon's) experience in the business field showed him to be capable of handling the business of the college on an interim basis.

Jerry Wells, vice president of the Board, said, "I think he (Leon) has excellent credentials and is well respected in the community and by the faculty. He understands the problems and the goals of the college. I believe he will work well with the other members of the administration."

Regent Loren Olson said that Leon, Malzahn, and Belk were the top three candidates because "they were the best. . . ."

Said Regent William Putnam Jr., "Dr. Leon has an outstanding record. He's bright, intelligent, and has a grasp for all aspects of the college. He also has a long association with the college and is well respected by the faculty and other deans.

Concerning the rumor that Belk was not chosen because the regents had been disappointed with his previous performance as acting president, Putnam said: "I don't know if that's true or not. I wasn't around at that time. Everyone I have talked to said he did a good job."

Regent Anthony Kassab was not available for comment last night by The Chart.

Regents refuse

from page one

story: "I think it was his prerogative to make a statement like this," Kassab indicated that Darnton had told him of his intentions to resign "a while ago."

The Saturday morning Globe story which had precipitated Saturday's events had apparently been unwittingly "leaked" to the Globe by a source close to the Darnton family. The "leak" had apparently occurred in a conversation between two close friends, one of whom was related to a Globe executive.

The Chart has learned that the rumors given Darnton for requesting his resignation were, in general terms, "lack of leadership" and "too high a profile in community affairs."

Darnton's election to the board of directors of a Joplin bank and his involvement in the campaign for passage of the \$500 million bond issue were cited as two examples of his "community profile" by sources close to the regents.

When regents were specifically asked if the NEA had been a

reason for the resignation, the reply was negative.

When asked if the May 14 commencement which was halted by rain was a reason, the reply was negative, and one said, "It wasn't a significant factor."

Regents have refused to comment to the media because "it wouldn't be in Darnton's best interests and would hurt his chances of getting another presidential job."

Darnton has refused to comment, saying "it would not be in the college's best interests."

Active presidency

from page one

Dr. Leon came to Missouri Southern in 1969 as an assistant professor of business administration. In 1973 he was promoted to associate professor and in 1976 to full professor and dean of the School of Business.

Dr. Leon, a native of Chile,

received his undergraduate education in English from the Technical State University in Santiago, Chile, his master of business administration degree from North Texas State University, and his doctorate in business administration from the University of Arkansas.

Dr. Leon is on the board of directors of the Kiwanis Club of Joplin and vice chairman of the board of the First Community Church.

Dr. Leon is married and lives at 619 Islington Place in Joplin with his wife Vivian and their son Nathan.

Leon 'escapes'

from page one

tion. The new president had made few plans for his stint in office.

"At this point, all I have in mind is to point out the college has not ceased to function in all this uncertainty,

and will continue to do so.

"Darnton has offered to meet with me to make me aware of some issues. There will be continuity. The college has not stopped moving — there is just a change in

leadership."

Leon said he plans to move into the president's office as soon as possible. He will not occupy the president's home.

Epilogue



Poor leadership Darton's demise?



Greg Holmes Photo

When the then newly-appointed president, Dr. Donald Darnton, was introduced to the Missouri Southern faculty and staff on April 19, 1979, he spoke, in part, of his definition of leadership.

"Leadership," he said, "is presenting proposals for directions for the college and for ways of achieving them; arguing the merits of those ideas; building support for them, so that you will be convinced that they are right for MSSC."

"Leadership," he continued, "is building support for the college — telling the story of MSSC. Telling its story to you. Often we become so engrossed in the work of our own department or office that we are not cognizant of what is happening elsewhere on campus — we cannot see the forest for the trees. It is my job to ensure that you have a complete picture of your college. The college story must also be told to the alumni, to the many facets of the local community — business interests, agricultural interests, local governments, etc. — and to the legislature. The aim of this story telling is to garner the resources we need to achieve the missions and goals we set."

Two years and one month later, on May 13, 1981, President Darnton was warned by a team of consultants who had conducted a management audit of the college. "The honeymoon is over. The president must take decisive action. The president must decide how to provide leadership through his staff and clearly define specific goals."

"The time has come," the report said, "to lead, to make plans, and to make specific decisions."

One year and one day later, on May 14, 1982, President Darnton made one specific decision that has been described by some observers close to the Board of Regents as being "the straw that broke the camel's back": Commencement was scheduled outside in Hughes Stadium despite severe thunderstorm warnings and tornado watches. Commencement was halted by a torrential downpour one hour and 20 minutes after it began.

Three weeks later the president resigned amid reports that he was to be fired. A source close to the president said he was told, in part, that he had demonstrated "a lack

of leadership."

"My role," Darnton had said when first presented to the College, "is to give leadership — but what this College will be will be the summation of the contributions of each of you."

Earlier he had said, "You are the future of the college more than I."

Between the time he had spoken these first words to the College community and the time of June 5, 1982, when he spoke the words of resignation, there had been a clash of definitions of leadership. Obviously the Regents defined leadership differently than did Darnton, or else the Board gave a more extended definition.

The Association of American Colleges in a book *The Selection of College and University Presidents*, discusses various criteria which should be used to evaluate a president's performance in office. It specifically cites the State University of New York which in 1973 adopted a policy of five-year term appointments coupled with a formal evaluation procedure for those presidents who seek reappointment. The guidelines for that evaluation clearly state that the process of presidential review is entirely different from the process of selection and that presidential review is clearly a function of the trustees of the college.

The president is evaluated in respect to:

1. Academic leadership and management
2. Administrative leadership and management
3. The institutional tone set by the president
4. Internal relations
5. External relations
6. Sensitivity to the needs of the campus

Virtually every evaluative system cited makes mention of "quality of leadership and decision-making ability." The two, most often, are inseparably linked.

No where in the book, however, is leadership defined. It apparently rests with each group to ascertain its qualities for itself.

Perhaps it means keeping unrest on campus down or at a minimum. Perhaps it means keeping any such unrest quiet and only on campus, not allowing it to spill over into the community. Perhaps it means making dramatic changes.

The AAC book speaks to the subject of relationships with the board: "If the new president is expected to innovate, correct deficiencies and make changes in the institution, will the board recognize and support the personnel changes that may be required to achieve those goals? Are there any 'sacred cows' of which the candidates must be made aware? Does the board understand and accept the new president's need for adequate staff support?"

The book does not speak to the question of whether the board can request or recommend personnel changes. It does say, however: "... some effort should be made (by the board) to provide a president with constructive feedback and periodic counseling. There should be a sharing of the board's concerns and a willingness to provide the assistance necessary to overcome difficulties. . . . Every effort must be made to help the new president succeed. It will be tragic if a board, even unwittingly, contributes to the destruction of a president it searched so hard to find."

That destruction, however, is most likely to come if the Board has failed to set forth "performance goals" at the time of appointment, and then, when those goals are established, there must also be established a three-to-five year evaluation process to assess a president's effectiveness.

David L. McKenna, in an article entitled "Recycling College Presidents," (*Liberal Education*, Vol. 58, No. 4 (December, 1972), pp. 460-461) writes: "Once the performance goals for the man and the institution have been defined, evaluation is a natural process. As it is now, presidents may have contracts or agreements, but they serve at the pleasure of the board. Under this system, presidential evaluation is a whimsical and emotional process which swings from character investigations to sentimental testimonials. Performance goals and planned evaluations will put some stability into the system and take some emotion out of the process. Rather than evaluating a president by likes and dislikes, his effectiveness should be measured by the degree to which he has met the performance goals which were agreed upon at the time of his selection."

As late as May, 1982, one Missouri Southern regent was asking "How do we evaluate the president? Do we have a system?" Less than a month later, the president had resigned.

Perhaps the problem was that the regents themselves, at the time of the appointment of President Darnton, required help in defining the goals and objectives of their institution and needed someone to guide this activity.

President Darnton did this by submitting in his first year a mission statement for the college. Two years later he submitted a revised mission statement.

But what was expected of the president? Was he expected in addition to providing "leadership" to play a prominent role in public and civic affairs and activities? Or were there limitations placed on the extent of the involvement?

These questions may not be of importance to the general public, but they are of prime importance to the next president.

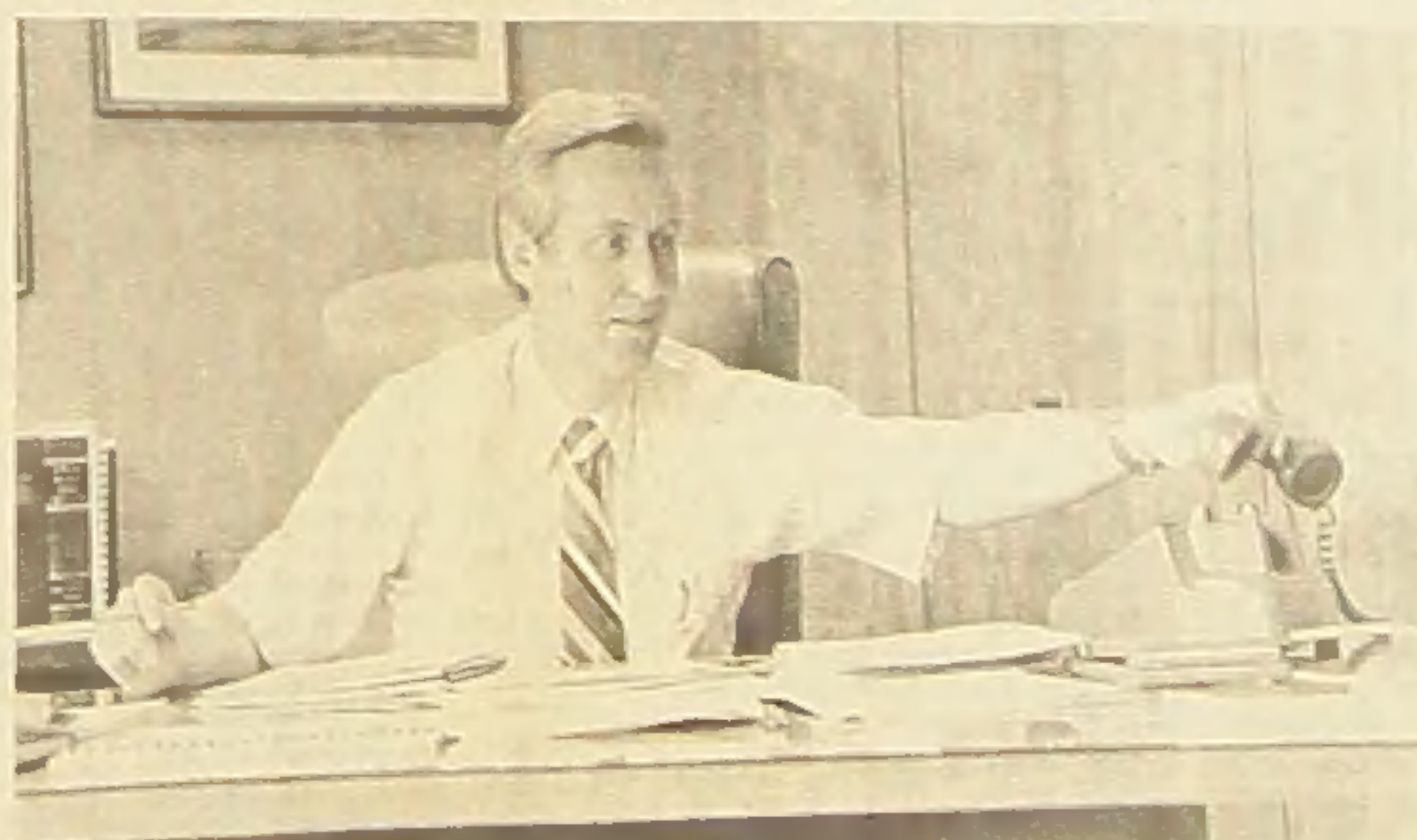
President Darnton was called upon to demonstrate his leadership abilities in a period of financial crisis, in a time of campus turmoil over faculty evaluations, during a threat of collective bargaining, in disputes regarding academic policies and the rights of students and faculty members.

He assumed the presidency just prior to a reaccreditation by North Central, and North Central's on-site visit came at a time of the greatest campus unrest.

He came at a time when faculty evaluations were not only disputed but also apparently tampered with. Perhaps the problems he faced were insurmountable in one regard.

But the epilogue to the Darnton years is also the prologue to the years of the next president: The potential effectiveness of a college president is, at least in part, a function of the process by which he or she is selected. If that process involves the appropriate constituencies of the institution, clarifies goals and objectives and priorities, and enables the board to select a person it can fully support, then a foundation for success will have been established.

If that was not done at the time of the selection of Darnton as president, it must be done in the selection of the next president.



Regents:

How they are nominated; who makes the final decision

The Board of Regents at Missouri Southern State College is comprised of six persons appointed by the Governor. The process of selecting a regent is a rather routine and uncomplicated affair.

According to a source from the governor's office, "any citizen may nominate any other citizen to fill the position." This is not to suggest that a person cannot nominate himself; however, it has been observed that most nominations are made by local politicians within the particular party for

which there is a vacancy on the board. The nomination must be submitted to the governor's office in writing and should include the nominee's resume.

Once the nomination and resume have been received they are reviewed by the governor and an aide. The review stresses the nominee's education, experience, business background, interest in the particular institution for which he is being nominated, and his ability to work with that institution's budgetary, personnel, and administrative management.

Consideration is also given to the nominee's residential status and political affiliation. The law states that there can be no more than three regents from any political party and it is hoped that the board will comprise a balanced geographic representation within the school's area of service.

After the review has been completed the governor makes the final determination and appoints the regent to a term of not more than six years. The State Senate then has the option to confirm or reject the governor's appointment.



Ray Grace
Carthage
Democrat

Ray Grace was born in Arcadia, Kan., in 1918. He attended school there and upon graduation attended the junior college at Fort Scott. He dropped out of college to join the military and after completing his tour of duty in 1952, he moved to southwest Missouri.

Grace was appointed to the Board of Regents in 1977 by Gov. Joe Teasdale to serve a five-year term which expires in August of this year. He is presently serving as president of the board.

Grace feels that his qualifications for being a regent center around his many years of community service. "Over a period of years I've tried to serve my community to the best of my ability. For those years of service I have been awarded a certain degree of respect by others in the business community.

When asked what he felt were some of the significant accomplishments of the board during his term of service, Grace mention-

ed that the college continues to enjoy fiscal progress, an enrollment increase, and an increase in the quality of education. He feels the board has made a "bonafide effort to keep the student fees as low as possible despite pressure from Jefferson City to raise them."

"Absolutely glowing," are the words Grace uses to describe the future at Missouri Southern, "because it holds such a high place in the minds of the people in this area."

As a 14-year veteran on the Board of Regents, Jerry Wells has served longer than any of the present members. He was first appointed to the board in 1968 to fill the unexpired term of Loren Reynolds. He has been reappointed to second and third terms by Governors Bond and Teasdale respectively. His present term will expire in August, 1984.

Wells was born in Kansas City and moved to Joplin at the age of 6. He attended Joplin public schools and the University of Missouri-Columbia where he completed a

degree in law. Wells then served three years in the military and returned to Joplin to begin his law practice in 1961. He and his wife Kay have four children: Craig, 23; Scott, 21; Karen, 19; and Anna, 16.

From his vantage point of having served as a regent for over a decade, Wells has been able to see many accomplishments. He has been involved with the construction and expansion of almost every building on campus as well as the development and expansion of the various programs and majors offered.

In the future Wells would like to see greater flexibility in courses to adapt to changes in the area and the economy. "I'd like to see more funds available for paying the existing faculty and to attract more faculty," Wells said. He also stated that he would like to see the Foundation enlarged to make more funds available for departments that were innovative, creative, and unique.

"Serving on the Board of Regents is the most rewarding work I've ever done," Wells added.

Jerry E. Wells
Joplin
Democrat



Loren Olson
Sarcoux
Independent

Loren Olson first came to the Joplin area in 1949. After growing up in Big Rapids, Mich., and attending high school there, he attended the local junior college majoring in business. He dropped out before finishing his degree and eventually, after moving to Joplin, became employed as a bank teller at the First National Bank of Joplin. Olson worked his way up to the

position of vice president there and later became the vice president at what was to become the United Missouri Bank. In 1976 he moved to the presidency of the First National Bank of Sarcoux, a position he continues to hold. He and his wife, Lily, have two children at home, Larry and Richard.

Appointed to the Board of

Regents in 1979 to fill the expired term of Mrs. Carolyn McKee, Olson's term will continue through August, 1985. He was appointed by Gov. Joe Teasdale.

Olson feels that his 30 years of experience with the public in the business world is enough to qualify him to serve on the Board of Regents.

Anthony Kassab was appointed in October of 1981 by Gov. Christopher Bond to the Board of Regents. Kassab succeeded Fred G. Hughes whose term had expired in August, 1980. Kassab's term will expire in August, 1986.

Kassab, born and reared in Joplin, is a co-owner of Kassab's, a women's wear store in Joplin. He attended the Joplin Public Schools and graduated from the former Joplin Junior College in 1948 and the University of Missouri-Columbia in 1950. Kassab and his

wife, Maridan, have five daughters.

Kassab's appointment to the board had already been prefaced by many years of service to the college. He had been a member of the original committee that raised the entire sum to purchase the land for the present campus. He also was a member of the Rotary Club that is responsible for donating most of the trees on campus.

In commenting on his support of the college and his service as a regent Kassab stated that it takes

a lot of time and sometimes sacrifice to get the job done. "You don't take this type of job because you're looking for praise," he added, "it's because you're called upon. It's an honor but it's also a heavy responsibility."

Kassab sees the job of the regents as being in the background guiding the overall picture of the college, rather than as administrators. "We are responsible to keep it all running," he said. "The purpose of the board is to guide the overall, general direction."

Anthony Kassab
Joplin
Republican



Glenn D. Wilson
Joplin
Democrat

Glenn Wilson has been a Joplin resident for 28 years but, being born and raised in the Webb City, Carl Junction area, he has lived most of his life in southwest Missouri. Wilson graduated from Carl Junction High School and attended one year at the University of Missouri-Columbia. He completed his bachelor of science degree in business administration from the then Kansas State College at Pittsburg and went on to serve in the military where he at-

tended the Command and General Staff College at Fort Leavenworth, Kan. He continues to hold the rank of colonel in the United States Army Reserve and presently serves with the 563 Logistical Command in Joplin.

Wilson has been the personnel director at Rocketdyne and Teledyne in Neosho since 1955. He and his wife Dorothy moved to Joplin in 1954.

Gov. Joe Teasdale appointed Wilson to the Board of Regents in

1978 to fill the expired term of Don Roderick. His term of service will expire in 1983.

Wilson commented that he believes that it is the board's responsibility to see that every person who has a desire to have a college education has it made available to them. "We need to be able to offer them the best education at the lowest price," Wilson said. "By having a local education system this goal can be achieved."

One of the newest members of the Board of Regents is William Putnam, Jr. Appointed to the board only eight months ago by Gov. Christopher Bond to fill the expired term of William Schwab, Putnam will serve a six year term ending in August, 1987.

Putnam was born, reared, and partially educated in Carthage and finished his high school career at Mercersburg Academy in Mercersburg, Pa. He attended Beloit Col-

lege in Beloit, Wis., and, upon receiving his degree, went on to pick up additional business courses from the University of Missouri-Columbia.

He returned to Carthage in 1968 and became actively involved in running the family business in 1975. He is presently president of Tapjac Company. He and his wife Cindy have four children: John, 18; Sarah, 11; Anne, 7; and Kate, 4.

Citing reasons he feels qualified

to serve as a board member, Putnam points to his background in the business field, especially in terms of an inflationary economy. "I've done a lot of budgeting and I feel that my business experience is

of value in light of State budget cuts," Putnam said. "As a college graduate I've maintained an interest in higher education. I feel I'm getting a much broader education as a member of the board."

William Putnam, Jr.
Carthage
Republican

